

**Professional Engineers
Ontario**

Council Meeting

509th Meeting of Council
of Professional Engineers Ontario

to be held on
Thursday, November 17, 2016
5:30 p.m. – reception
6:00 p.m. – dinner
7:00 – plenary session

Friday, November 18, 2016
7:45 – 8:45 a.m. – breakfast
9:00 a.m. – 4:00 p.m.

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

Thursday, November 17, 2016

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

2. Plenary Session – 7:00 p.m. to 9:00 p.m.
(8th Floor Council Chambers)
 1. (CP)² Implementation Task Force Final Report
 2. Government Liaison Program Audit –
See agenda item 2.1 for the Report
 3. Process to Appoint Engineers Canada Directors

Briefing Note - Decision

C-509-1.1

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-509-1.1, 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 – 509th Council meeting agenda

C-509-1.1
Appendix A

Agenda

509th Meeting of the Council Professional Engineers Ontario

Date: Thursday, November 17 and Friday, November 18, 2016
Time: Thursday - 5:30 p.m. – reception; 6:00 p.m. – dinner;
 7:00 p.m. – 9:00 p.m. – meeting
 Friday – 9:00 a.m. – 4:00 p.m.
Place: PEO Offices – 8th Floor Council Chambers **OR** Dial-in: 1-888-866-3653
 40 Sheppard Avenue West Participant Code: 9394319#
 Toronto, Ontario

Thursday, November 17th – 7:00 p.m. – 9:00 p.m.

	Spokesperson
PLENARY SESSION – President-elect Dony to Chair	
1. (CP) ² Implementation Task Force Final Report (60 MIN)	Annette Bergeron
2. Government Liaison Program Audit (30 MIN)	Don Dickson
3. Process to Appoint Engineers Canada Directors (30 MIN)	Vice President Dave Brown

Friday, November 17th – 9:00 a.m. – 4:00 p.m.

CALL TO ORDER			
1. APPROVAL OF AGENDA AND LEADERSHIP REPORTS		Spokesperson/ Moved by	Type
1.1	APPROVAL OF AGENDA	Chair	Decision
1.2	PRESIDENT/REGISTRAR'S REPORT	Chair/Registrar	Information
2. PRIORITY ITEMS		Spokesperson/ Moved by	Type
2.1	GOVERNMENT LIAISON PROGRAM AUDIT	Councillor Spink	Decision
2.2	2017 OPERATING BUDGET	Councillor Jones	Decision
2.3	2017 CAPITAL BUDGET	Councillor Jones	Decision
2.4	BORROWING RESOLUTION	Councillor Jones	Decision
2.5	INVESTMENT POLICIES	Vice President Brown	Decision
2.6	(CP) ² IMPLEMENTATION TASK FORCE FINAL REPORT	Councillor Turnbull	Decision

2.7	PROCESS TO APPOINT ENGINEERS CANADA DIRECTORS	Vice President Brown	Decision
2.8	NEW GUIDELINE – STRUCTURAL CONDITION ASSESSMENTS OF EXISTING BUILDINGS AND DESIGNATED STRUCTURES	Councillor Jones	Decision
2.9	DISCLOSURE REQUIREMENT TO CLIENTS IN LIEU OF A STRUCTURAL SPECIALIST DESIGNATION	Councillor Jones	Decision
2.10	FORMING A SUBCOMMITTEE TO REVISE THE ENVIRONMENTAL SITE ASSESSMENT, REMEDIATION AND MANAGEMENT GUIDELINE	Councillor Jones	Decision
2.11	FORMING A SUBCOMMITTEE TO REVISE THE PROVIDING REPORTS ON MINERAL PROPERTIES GUIDELINE	Councillor Jones	Decision
2.12	FORMING A JOINT SUBCOMMITTEE WITH OAA TO PREPARE NEW COORDINATING LICENSED PROFESSIONAL GUIDELINE	Councillor Jones	Decision
2.13	CANADIAN ENGINEERING ACCREDITATION BOARD (CEAB) - ACCREDITATION DECISIONS	President-elect Dony	Decision
2.14	CANADIAN ENGINEERING ACCREDITATION BOARD (CEAB) - General Visitors and CEAB Accreditation Agent Reconfirmation	President-elect Dony	Decision
2.15	PEO ANNUAL COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER	Councillor Bellini	Decision
3.	<u>CONSENT AGENDA</u>	Spokesperson/ Moved by	Type
3.1	OPEN SESSION MINUTES – 245 th EXECUTIVE COMMITTEE MEETING – JULY 21, 2016	Chair	Decision
3.2	OPEN SESSION MINUTES – 508 TH COUNCIL MEETING – SEPTEMBER 23, 2016	Chair	Decision
3.3	APPROVAL OF CEDC APPLICATIONS	Councillor Bellini	Decision
3.4	COMMITTEES AND TASK FORCES HUMAN RESOURCES AND WORK PLANS	Councillor Bellini	Decision
3.5	REVISED TERMS OF REFERENCE FOR THE JOINT RELATIONS COMMITTEE	Councillor Turnbull	Decision
4.	<u>IN-CAMERA</u>	Spokesperson/ Moved by	Type
4.1	IN-CAMERA MINUTES – 245 th EXECUTIVE COMMITTEE MEETING –July 21, 2016	Chair	Decision
4.2	IN-CAMERA MINUTES – 508 TH COUNCIL MEETING – SEPTEMBER 23, 2016	Chair	Decision
4.3	RESCIND MOTION FOR PROPOSED PERFORMANCE STANDARD AND DEVELOP PRACTICE GUIDELINE	Councillor Jones	Decision

4.4	2017 ORDER OF HONOUR AWARDS	Councillor Shreewastav	Decision
4.5	2017 GORDON M. STERLING AWARD	President Comrie	Decision
4.6	PRESIDENT'S AWARD	President Comrie	Decision
4.7	HRC UPDATE	President Comrie	Information
4.8	DISCIPLINE COMMITTEE – DECISIONS AND REASONS	Linda Latham	Information
4.9	LEGAL UPDATE	Linda Latham	Information
4.10	PEO'S ANTI-WORKPLACE HARASSMENT AND VIOLENCE POLICIES – COUNCILLOR VIOLATIONS, IF ANY	Chair	Information
5. <u>INFORMATION ITEMS</u>		Spokesperson/ Moved by	Type
ONGOING ITEMS			
5.1	LEGISLATION COMMITTEE UPDATE	Councillor Kuczera	Information
5.2	REGIONAL COUNCILLORS COMMITTEE UPDATE	Councillor Sadr	Information
5.3	ENGINEERS CANADA UPDATE	Chris Roney	Information
5.4	STATISTICS - COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION UPDATE	Latham/Price/ Zuccon	Information
5.5	GLP INVOLVEMENT IN THE REPEAL OF THE INDUSTRIAL EXCEPTION	Councillor Chan	Information
5.6	COUNCILLOR ITEMS	Chair	Information
CONCLUSION			

Councillors Code of Conduct

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

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

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

[s. 2.4 of the Council Manual]

Upcoming Events

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

Saturday, November 19, 2016 – OPEA Gala, Toronto

2016/2017 Council Committee Meeting/Mailing Schedule

2016/2017 Council Mailing Schedule

Meeting Date	Meeting Type	Initial BN Due Date – Members at Large	Initial BN Due Date – Councillors/Staff	Initial Agenda Mailing Date	Supp. Agenda ¹ Due Date	Supp. Agenda Mailing Date
Nov. 17-18	Council	Oct. 27	Nov. 1	Nov. 4	Nov. 8	Nov. 11
2017						
Jan. 17	Executive	Dec. 27	Dec. 30	Jan. 3	Jan. 5	Jan. 10
Feb. 2-3	Council	Jan. 13	Jan. 17	Jan. 20	Jan. 24	Jan. 27
March 23-24	Council	Mar 3	March 7	March 10	March 14	March 17
April 22 ²	Council	Mar 31	April 4	April 7	April 11	April 14

¹ - requires the approval of the Chair or Registrar

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

Briefing Note – Information

C-509-1.2

PRESIDENT’S/REGISTRAR’S REPORT

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

Motion(s) to consider:

none required

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

GOVERNMENT LIAISON PROGRAM AUDIT

Purpose:

To approve the recommendations contained in the Government Liaison Program Audit report.

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

1. That Council receive the *Government Liaison Program Audit* report as presented to the meeting at C-509-2.1, Appendix A.
2. That Council direct the Registrar, in consultation with the Government Liaison Committee, to undertake the development of a plan to implement the recommendations contained in the *Government Liaison Program Audit* report as presented to the meeting at C-509-2.1, Appendix A.
3. That the implementation plan as specified in motion 2 be brought back to Council for approval at the June 2017 Council meeting.

Prepared by: Scott W. Clark, LLB., Chief Administrative Officer

Moved by: Councillor Marilyn Spink, P.Eng.

1. Need for PEO Action

At its meeting on February 5, 2016, Council passed a motion to undertake a review of the Government Liaison Program (GLP). The review was undertaken to determine whether the GLP is operating as designed and whether it is achieving the expected results.

Don Dickson, D & B Dickson Management Solutions Inc., was engaged to conduct the review following an RFP issued May 13, 2016.

The scope of the audit involved the review of a range of documentation pertaining to the program including Council and Executive Committee minutes, terms of reference, manuals, GLP Weekly, work plans, budgets, as well as over 70 interviews with Councillors, Government Liaison Committee members, Chapter GLP Chairs, MPP's, senior PEO staff, OSPE staff and PEO's communication consultant.

2. Proposed Action / Recommendation

That Council receive the Government Liaison Program Audit report at Appendix A and directs the Registrar in consultation with the Government Liaison Committee to undertake the development of a plan to implement the recommendations.

3. Next Steps (if motion approved)

The implementation plan will be brought back to Council for approval.

4. Peer Review & Process Followed

Process Followed	The briefing note was peer reviewed by the Executive Committee at its meeting on October 18, 2016. The report was peer reviewed by the Government Liaison Committee on October 18, 2016.
Council Identified Review	N/A
Actual Motion Review	At its February 5, 2016 meeting, Council passed the following motion, “That Council direct the Registrar to undertake a review the PEO Government liaison Program and report back to the June 2016 Council meeting with recommendations.”

Appendices

- Appendix A – *Government Liaison Program Audit Report*
- Appendix B – Executive Committee Peer Review Comments
- Appendix C – Government Liaison Committee Peer Review Comments
- Appendix D – Government Liaison Committee Terms of Reference

Professional Engineers Ontario

Government Liaison Program Audit Report

Prepared by:

D & B Dickson Management Solutions Inc.

October 27, 2016

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Executive Summary:

An audit of the PEO Government Liaison Program (GLP) was undertaken to determine whether the program is operating as designed and whether it is achieving the expected results.

The audit approach adapted to PEO requirements combined audit, evaluation and program review techniques and covered the scope of work specified by PEO in the RFP issued May 13, 2016. It involved the review of a range of documentation pertaining to the program including Council and Executive Committee minutes, terms of reference, manuals, GLP Weekly Newsletters, work plans, budgets and reports. Over 70 interviews were conducted with Councillors, GLC members, Chapter GLP Chairs, MPPs, senior PEO staff, OSPE staff and the communications consultant. The primary focus of the study was on the results achieved with MPPs.

Findings were compiled and analysed to provide an overall assessment of the program and to identify recommendations for improvement. Findings indicated that the program has had a very positive effect, good relationships have been established with a number of MPPs and significant results have been achieved in raising awareness with MPPs, although it is likely that not all MPPs have been reached. From the sample of MPPs interviewed, PEO's self-regulating mandate is not well understood and support for or influence by PEO on government decisions still requires more work.

Results expectations as expressed by Councillors, GLC members and Chapter GLP Chairs generally reflected three themes – awareness/ relationships with MPPs, achieving understanding by MPPs and gaining support/ having influence with MPPs. These are consistent with the stated expectation: "Ultimately, the goal is to have government view PEO as a partner, and understand and support PEO's policy direction." However, the emphasis placed on each theme and the language used by each group interviewed was often quite different and suggests that there is an opportunity for more clarity and recognition that awareness and a sound relationship are prerequisites for support and influence.

In assessing whether the program was operating as intended, a wide disparity was found among Chapters and in the perception of Council and GLC members. These differing perceptions suggest that consistent information on the status of the program is not adequately communicated. Almost all of the Chapter GLP Chairs interviewed indicated that they had been involved in at least one GLP event and had plans for organizing events or activities for the year. However, some had not seen the Chapter GLP Manual, reporting to HQ is limited and none seemed to be using the recruitment criteria specified in the manual. Current training for Chapter participants is done primarily through a one day Academy (normally 4 per year in different regions) and participants generally find these useful, but coverage seems to be incomplete. Recommendations are made to update the program design as specified in the manual and then take steps to implement it.

The study has identified many opportunities for improvement which will lead to better alignment of results expectations, a more strategic, focused approach and stronger Chapter participation. It is hoped that the specific recommendations will help enhance the delivery and eventual results achieved by the Government Liaison Program.

Summary of Recommendations:

Achieving GLP Objectives:

1. Assuming the original objectives of the program are still valid, more work is required to clearly and consistently communicate the role and mandate of PEO.
2. A strategy should be developed to target certain Ministers and MPPs who are considered a high priority for understanding PEO's role. The strategy should also seek to reach all MPPs and achieve a level of awareness with all MPPs.
3. GLC should continue to monitor all proposed legislation or changes to legislation in order to detect any potential incursions on the self-regulating role of PEO.
4. Expected results for the program, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding.
5. Expected results for the GLC, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding. This would include confirming GLC oversight and direction responsibilities, decision making/ advisory authorities and a clear message to be communicated. This may require an update of the GLC Terms of Reference to include any appropriate changes.

Reporting:

6. GLC should work with Council and Chapter GLP Chairs to determine reporting requirements for Council and the GLC and establish systems and procedures to meet these requirements. To the extent possible, the requirements, systems and procedures should build on information already collected or needed by the Chapter GLP Committees and should consider the limited volunteer time for reporting activities. Automated reporting tools should be employed wherever feasible.
7. Council should consider establishing a regular agenda item for GLC reporting and direction.

Training:

8. Objectives, target audience and expected results for training sessions should be clear. This should include clear, consistent messages that are to be communicated or reinforced through training.
9. Build on current training material and resources to expand training to meet the needs of different GLP participants.
10. Tailor some training/orientation to newly appointed Chapter GLP Chairs. Several new chairs mentioned that they would have appreciated training shortly after their election rather than months later. This training could be more specific to the needs of a new Chair and would help them get off to a good start.
11. Offer several training options in addition to Academies. These could include web based training (already developed but not yet implemented), video or teleconferences. Web based tools could provide on demand training and a library of special topics. This would recognize time/ travel constraints for many volunteers.
12. Participation in training events should be encouraged and reported. All chapters should participate for coverage and consistency. Follow up should be done with Chapters not participating.

13. Consider adding more content dealing with best practice Chapter activities.

GLP Weekly Newsletter:

14. GLC and Council should confirm the role of the GLP Weekly and its primary audience in the context of an overall strategy for the Government Liaison Program, the communication strategy for PEO and its relationship with Engineering Dimensions, GLP Information Notes and other communication products. Based on current usage of the newsletter, the role could include planning, reporting/ communicating, sharing ideas or providing recognition. The audience could range from Chapter GLP Chairs, Chapter Executives, GLC and Council to all PEO members to MPPs, their staff and senior public servants.
15. A more efficient option for planning should be considered in order to eliminate the repetition of upcoming events in the newsletter and to provide more guidance on priorities for attendance at events. An on line calendar of events with colour or some other coding to highlight the most significant events could be maintained and populated with key events well in advance.
16. GLC, with Council endorsement, should confirm the main message or messages it wants to convey to its primary audience.
17. When reporting on events involving MPPs or other officials, comments on results, reactions or follow up should be included wherever possible. This could be included in guidelines for volunteers or staff reporting on events.
18. To facilitate follow up on results or outcomes of events or meetings, the initial event reported could be flagged for follow up (eg. a meeting or conference dealing with an important issue).
19. To provide more depth/ substance, perhaps one article per issue should develop a priority theme or message. For example, interviews with Chapter GLP Chairs in early 2012 provided more depth.
20. Establish a searchable data base or search tool that would facilitate searches by topic, Chapter or individual. This would facilitate easy extraction of items on a particular issue or events attended by a particular MPP.
21. Costs and delivery methods should be compared to similar newsletters for other organizations. This was beyond the scope of the current study.

Activities/ Events:

22. Build on the success of the suite of events that are being used now , with minor adjustments if the rules for fund raising events change . Recognize the differences among Chapters and MPPs and that successful face to face meetings to discuss issues will only happen once a good relationship has been established. Ensure that when face to face meetings are planned, the right people attend, that expectations and approach are clear and that all PEO/ OSPE participants have the same briefing and agenda. Any required follow up for meetings or events should be documented and acted upon quickly.
23. All Chapters should be encouraged to complete at least one activity or event with each MPP in their area each year. Follow up should be done to monitor whether this is happening and to provide assistance as necessary.

Chapter GLP Support and Communication:

24. Emphasis should be placed on recruiting more of the right people to volunteer for the Chapter GLP Committees.
25. The GLP Chapter manual should be updated if any significant changes are made to the program. Distribution to all Chapter GLP Chairs should be timely and verified.
26. Measures to increase quarterly conference call participation should be examined including taping and distribution of copies of the calls.
27. GLC minutes or extracts from the minutes should be distributed to Chapter GLP Chairs.

MPP Suggestions:

28. In setting GLP priorities and designing activities, GLC and Chapter GLP Chairs should consider the benefits MPPs perceive in the relationship with PEO such as access to knowledge and advice on issues. They should also consider the specific suggestions for activities such as seminars on important topics, site tours, encouraging youth and doing more on diversity.
29. Some suggestions made by MPPs may apply more to OSPE (e.g. position papers on issues on the government agenda) and these suggestions should be raised with OSPE and coordinated action taken to best utilize these position papers.
30. Follow up should be done with the professional organizations suggested to determine if they have any best practice that PEO could implement.

Implementation

31. Council should request that the GLC develop a plan that would set out priorities, activities, responsibilities, timeframes and resource requirements to implement the re commendations accepted in principle by Council. The plan should be developed in consultation with Chapter GLP Chairs and other stakeholders.
32. Council should allocate a budget of \$15,000 for additional resources to support the GLC in preparing the implementation plan.

Introduction:

This report has been prepared at the request of the Council of the Professional Engineers Ontario . It is intended to evaluate the Government Liaison Program initiated in 2005 and to make recommendations for its improvement. The report summarizes the audit approach that has been used, the findings from over 70 interviews and review of numerous PEO documents, the recommendations that have been developed from these findings and suggestions for developing an implementation plan.

Background/ Context:

Initiated in 2005, the Government Liaison Program has become an important part of the on-going activities of the PEO. It has been enhanced with the establishment of the Government Liaison Committee, in 2011, and local Chapter Committees.

As stated in the GLP Chapter Manual 2015: "PEO's Government Liaison Program (GLP) was established to ensure government, PEO members and the public continue to recognize PEO's regulatory mandate, in particular its contributions to maintaining the highest level of professionalism among engineers working in the public interest. Ultimately, the goal is to have government view PEO as a partner, and understand and support PEO's policy direction.

The main messages of the program are:

- PEO has a legislated mandate under the *Professional Engineers Act* to regulate the practice of professional engineering in the public interest.
- The self-regulating engineering profession in Ontario—comprising over 80,000 professionals—has been successfully protecting the public for more than 90 years.
- PEO has unique knowledge and expertise and it is in the best interest of government to consult with it before considering new policy directions that may have the potential to impact the regulation of the practice of professional engineering."

After 10 years, Council has decided that a review of the Program would be appropriate in order to determine if it is being implemented as intended and achieving the expected results.

When considering the findings and recommendations in this report, readers should keep in mind that:

- Government Liaison Committee members, Chapter GLP Chairs and sub-committee members are all volunteers
- One year term for GLP Chairs may result in frequent turnover
- Chapter sizes (#of members, geographic area) vary greatly
- Number of MPPs/ ridings per Chapter vary and may overlap
- Funding for GLP activities is quite limited
- Until recently, the Manager, Government Liaison Program had additional responsibilities beyond the GLP.

Audit Approach:

The audit approach was based on the statement of work provided in the Request for Proposals dated May 13, 2016 which specified various documents to be reviewed and groups to interview. Once an initial document review was completed, an Audit Design was prepared for PEO approval (See Appendix I). During this approval stage, the specific audit criteria and areas of concentration were confirmed. The main questions to be addressed in the audit were:

1. Is the Program working as intended?
2. Is it achieving the desired results?

It was determined that the area of concentration should be on those aspects of the program directed primarily to the provincial government and MPPs. It was also agreed that a group of MPPs should be added to the interviews in order to obtain their perspective on program results and suggestions for improvement.

Focusing more on MPPs, the initial list of audit criteria was reduced to:

Original objectives and current results expectations being met?

- Government continues to recognize PEO's regulatory mandate
- No government incursions in self-regulation of the profession
- No erosion of engineering as self-regulating profession
- Raise PEO profile at Queen's Park
- Educate legislators on PEO's role, issues & its value
- Current results expectations

Government Liaison Committee functions

- Oversee integration of GLP into each Chapter
- Communication/ feedback to Council
- Training Sessions
- GLP Newsletter
- Events

Chapter Committees fulfilling key responsibilities

- Coordination / Management
- Recruitment of members
- Activities
- Reporting
- Liaison/ communication

A series of questions were designed to gather information that would test the various audit criteria and gather information and suggestions that would lead to recommendations for improvements. The questions were compiled and grouped in four interview guides, one for each group to be interviewed – Councillors, Government Liaison Committee members, Chapter GLP Chairs and MPPs.

Separate email notices were sent to the three PEO groups advising them of the study and requesting their cooperation in making time available for a 30 minute interview. A subsequent email was sent requesting their availability within a two week timeframe. It was recognized that some members would

not be available over the target timeframe and a follow up email was sent giving an extra week to schedule an interview.

For the MPP interviews, a sample was selected based on advice from the communications consultant, Howard Brown, and the Registrar. It was agreed that Mr. Brown should contact the MPPs' offices to schedule the interviews and he did an excellent job in obtaining time from very busy MPPs.

Overall the response rate was excellent:

- Members of Council – 19 of 26 or 73%
- GLC Members – 11 of 12 or 92%
- Chapter GLP Chairs – 24 of 36 or 66%
- MPPs – 11 of 20 requests or 55%

A questionnaire was designed to gather supplemental information from Chapter GLP Chairs. While the response was quite limited, some additional information was gathered from this source.

Audit Findings

Achievement of Results

- **Audit Criteria**

The key question here is whether the program is achieving the desired results. This was approached from the basis of the original program design and, secondly, from the current perception of results expectations. The criteria examined include:

- Has the GLP raised the profile of PEO at Queen's Park?
- Has the GLP educated legislators on PEO's role, issues and its value?
- Government continues to recognize PEO's regulatory mandate.
- There have been no government incursions in self-regulation of the profession and no erosion of engineering as a self-regulating profession.
- Are current results expectations being met?

Interview questions addressed each of these criteria and the analysis of responses is summarized below.

Original Program Objectives:

Based on interviews, these are the perceptions of Council members, GLC members and Chapter GLP Chairs with respect to some specific results set out when the GLP and the GLC were established. Relevant comments from MPPs are also included.

Has the profile of PEO at Queen's Park increased since the GLP was initiated?

All respondents who had been involved with the program long enough to form an opinion felt that the profile of PEO at Queen's Park had increased at least somewhat over the last few years. The example most often sighted was the increase in the annual Queen's Park Day attendance by MPPs.

MPPs were asked - What do you think the PEO does well in its interactions with members of the provincial legislature?

Overall, the comments were quite positive and reflect significant improvement since the GLP was introduced. Some thought PEO was doing a good job communicating its message and that H. Brown was quite effective. Others mentioned Queen's Park Day and other events, respect, professionalism and trust in PEO and PEO was seen as trying to help.

Are legislators better educated on PEO role, issues, and value?

With respect to whether messages on PEO's role, issues and its value are being received by MPPs, the perception was not quite as positive. While a majority of respondents felt that overall legislators were more knowledgeable than before GLP, some said it had not made a difference or that only some MPPs were more knowledgeable but not the majority of MPPs.

When MPPs were asked if they were familiar with any issues that PEO was promoting and whether they supported the PEO position, over half of those interviewed were familiar with the industrial exception issue. However, only one of the 6 supported the PEO position and, although some were sympathetic to the PEO position, they understood the counter arguments and supported the Cabinet position. Other issues mentioned were Elliott Lake, infrastructure, expanding students in engineering and increasing the number of engineers. Most MPPs indicated they supported PEO on these issues. Several were not aware of any issues or policies being promoted by PEO.

Do you believe that the provincial government (MPPs, Cabinet, senior public servants) recognizes PEO's regulatory mandate?

- 1) Council: The majority of Councillors did believe that the provincial government, in general, recognizes the mandate of PEO. Many did qualify their response by indicating that some/ many MPPs may not fully understand PEO's regulatory role. Some stated that more education is needed for MPPs (and PEO members), while others indicated that MPPs may know PEO mandate but still do not support PEO's position (eg. on industrial exception).
- 2) Government Liaison Committee: Almost all GLC members interviewed feel that the provincial government recognizes PEO's regulatory role, at least to some degree. Many qualified their response indicating that some MPPs don't recognize the mandate or choose to ignore it and some are confused with OSPE. Several indicated that more needs to be done with better focus on Cabinet and that PEO is not as effective as other lobbies (eg. CME).
- 3) Chapter GLP Chairs: Almost all the Chapter GLP Chairs believe that the government does recognize PEO's regulatory mandate to some extent. Similar to the other 2 groups, many did qualify their responses and their perception was quite often based on their local MPPs. Some noted progress since GLP established, but building the relationships and understanding of the mandate is an on-going process, still more work to do.

- 4) MPPs – When MPPs were asked what they understood the mandate of PEO to be, there were a number of different responses. Only 3 of 11 interviewed mentioned regulation or self-regulation, while representing members or providing an association was mentioned most often. Promoting, lobbying or advocating were mentioned by 4 while communicating with MPPs or the public were mentioned 3 times. One MPP was confused as to which organization was regulation/ discipline vs advocacy and suggested a name change to better distinguish the organizations.

There have been no government incursions or erosion of engineering as a self-regulating profession.

These issues were raised only with Council members as it was assumed that they would be in the best position to be aware of any government incursions or erosion of PEO's self-regulating role. Council was divided on their view of government incursion, many citing industrial exception and Building Code issues as examples of incursion. In addition to these issues, the recent mall collapse and bridge failure may have eroded public and political confidence to some degree. PEO needs to be vigilant and respond appropriately to calls for continuing professional development.

Findings:

With respect to the original objectives of the program, the responses from all interviewees indicate that the profile of PEO at Queen's Park has been raised. Furthermore, from the MPP responses it appears that PEO and engineers in general have a positive, professional image. Given the small sample of MPPs, these findings should not be extrapolated to all MPPs.

MPP awareness of the role of PEO, and specifically its self-regulation mandate, was weak with other perceptions of the role coming to mind. It was also the sense of Council members, and to a lesser extent GLC and Chapter GLP Chairs that more work needs to be done to reach more/all MPPs with the message on role.

MPPs had a higher awareness and understanding of the "industrial exception" issue. Although most did not support the PEO position on this issue, it did illustrate effective communication. MPPs generally had a high regard for the value of engineers and their advice.

On government incursions or erosion of engineering as a self-regulating profession, some Council members cited examples that they felt were incursions on the mandate. While no amendments to the Professional Engineers Act have resulted, PEO needs to monitor all proposed legislation closely.

Recommendations:

1. Assuming the original objectives of the program are still valid, more work is required to clearly and consistently communicate the role and mandate of PEO.

2. A strategy should be developed to target certain Ministers and MPPs who are considered a high priority for understanding PEO's role. The strategy should also seek to reach all MPPs and achieve a level of awareness with all MPPs.
3. GLC should continue to monitor all proposed legislation or changes to legislation in order to detect any potential incursions on the self-regulating role of PEO.

Current Results Expectations:

All three PEO groups of interviewees were asked several questions about their expectations for results from the GLP and whether they thought these results were being achieved.

Results Expected:

What results do you expect from the Government Liaison Program?

For each group, the responses tended to fall in three categories – awareness/ relationship building, understanding and influence/ support – with MPPs being the primary focus. The results expectations for each of the three groups are summarized below.

- 1) Council: The majority of Councillors interviewed expected PEO and the engineering community to have more influence with and gain support from MPPs as a result of the program. Others referred to increasing awareness and understanding among MPPs. Notions of partnership, being on the same side as the government and having a seat at the table were also expressed. Some hoped that politicians would understand the role and importance of engineers and seek their advice.
- 2) Government Liaison Committee: The majority of GLC members interviewed expected the program to increase MPPs awareness of PEO and its mandate and to establish good relationships. Some wanted to see PEO influence government decision making and have MPPs/ government come to PEO for advice. Other expectations included making engineers aware of how government operates, encouraging some to run for office and compiling statistics to relate safety to PEO.
- 3) Chapter GLP Chairs: The majority of Chapter GLP Chairs wanted the program to assist MPPs in understanding and appreciating engineers and PEO. Others wanted to go beyond understanding and have influence with MPPs and gain their support. Some other results expectations included making engineers more aware of the political system, helping members get into elected positions, avoiding legislative surprises and broadening the scope of the program to include municipal government.

Chapter GLP Chairs were also asked about their own local program –“ What results do you expect from your Government Liaison Program?” Most respondents indicated that they expected to increase awareness and build relationships with MPPs. Some mentioned increasing understanding and gaining support or having influence with MPPs, while a few mentioned raising awareness with PEO members.

Their expectations included building rapport and good relationships with local MPPs, being able to contact and influence them and have MPPs seek their input.

While the main themes of awareness, understanding and influence were evident with all three groups, there may be an opportunity for better alignment as the program evolves.

Results Achieved:

When the same groups were asked – “Are you aware of examples illustrating that these results are being achieved?” –the perception of results achieved varies as well.

- 1) Council: Councillors were about equally divided on whether there were examples to illustrate that the results they expected were being achieved. However, the examples quoted were usually increased awareness, participation in PEO events, some improvement in understanding but not influence.
- 2) Government Liaison Committee: On the other hand, almost all GLC members interviewed were able to refer to specific examples of influence on legislation and not just awareness and understanding by the government. Examples included challenge to the Building Code Act, adding “engineer” to legislation and success with 65 amendments to the “Open for Business Act”.
- 3) Chapter GLP Chairs: Most Chapter GLP Chairs had examples of their results expectations being met. These were often cases illustrating positive relationships with and support from local MPPs. Examples included MPPs attending GLP Academies, take an MPP to work days, PEO Chapter events and local MPPs speaking in support of engineers in the legislature. Some Chairs indicated they were too new in the position to have any examples of results. The ‘industrial exception’ issue was often cited as a negative example.

Findings:

The three common expectations expressed –awareness/ relationship, understanding and support/ influence –illustrate reasonably good alignment across all 3 PEO groups. However, the emphasis for each group was different –Council stressed influence, GLC awareness and Chapter GLP Chairs understanding.

The GLP Chapter Manual states that “Ultimately, the goal is to have government view PEO as a partner, and understand and support PEO’s policy direction.” This implies moving beyond awareness to reach understanding and support. If viewed as a continuum, the stated goal is to reach the support/ influence stage, but not all of the 3 groups have that expectation.

While Councillors wanted PEO to influence government/MPPs, they did not quote any examples where this had been achieved. GLC members expected awareness and a good relationship, but referred to examples of influence. Chapter GLP Chairs hoped to achieve understanding, but had examples of good relationships and support including local activities and speaking positively in the legislature.

Some examples, such as helping members get into elected positions and broadening the scope of the program to include municipal government, indicate that more focus may be required.

The findings indicate an opportunity for better alignment of expected results among the three key groups involved.

Recommendation:

4. Expected results for the program, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding.

Compliance with Program Design

• **Audit Criteria**

In order to answer the question “Is the Program working as intended?”, several criteria were examined. The GLP Chapter Manual provides an excellent description of program design and intended operation including the responsibilities of Chapter GLP Committees. The criteria examined include:

- Oversight and integration of the GLP into each Chapter
- Coordination of the program at Chapter and PEO levels
- Chapter Program Management – structure, processes (planning, budgeting), recruitment of members, reporting/ information flow and liaison/ communication.
- Training of GLP volunteers
- GLP Weekly Newsletter
- Events/ activities

Government Liaison Committee Functions:

Interviews with Council members, GLC members and Chapter GLP Chairs addressed expected results for the Committee and several of its key functions.

Council’s view of GLC Expected Results:

What results do you expect from GLC? On this question, Councillors had a broad range of expectations that were expressed in many ways. The most common themes were strategic leadership, clear communication/ messaging and coordination/ control of the program. Some expected specific results - realize material change; legislators seek engineers help; education for all Chapters; suggest types of activities; strong statement on selection of key spokespersons. Others expected a broader scope - input

to all members on government issues including federal, municipal; policies, guidelines to focus on the public.

GLC Members view of their Committee's Expected Results:

What results do you expect from the Government Liaison Committee? Committee members also had a broad range of views which could be categorized in five areas –government relationship; relationship with Council; relationship with Chapters; connecting with other groups and a focus on issues.

Committee members' comments can be summarized:

- Government relationship – Monitor and be the lens of PEO to Queen's Park. Link PEO Executive to government. Track future events, issues. Be proactive, get out in front. Be the direct interface with government. Be active on the political side. Develop relationship with government and strengthen involvement with MPPs.
- Council relationship - Need to enhance position in Council. Should get direction and mandate from full Council. Improved communication & reporting to Council.
- Chapter relationship – Need to provide oversight for the program. Track future events, issues. Focus on issues. Provide direction to Chapters. Help Chapters and direct the interface with government. At local events be clear on expectations. Plan every meeting and monitor every meeting (QPD; Take MPP to work day).
- Connecting with others - Connect with other committees; invite other PEO members (eg. Prof. Dev.) to meetings. Learn how to find/ foster allies (e.g. Labour unions).
- Focus on issues - work on industrial exception. Focus on regulatory mandate, legislative issues. More meat in agenda (too routine).

Findings:

The GLP Chapter Manual states that the Government Liaison Committee (GLC) was created in 2011 “to provide oversight for the Government Liaison Program”. Councillors' expectations of strategic leadership, clear communication/ messaging and coordination/ control of the program would appear to be consistent with the oversight role.

Some GLC members referred to their relationship with Chapters in terms of oversight, tracking events/ issues, providing direction, directing the interface with government and providing clear expectations. These would appear to be consistent with the oversight role, but more specific.

Some GLC members also recognized the importance of their relationship with Council, other committees and allies in addition to the primary relationship with the provincial government.

Recommendation:

5. Expected results for the GLC, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding. This would include confirming GLC oversight and direction responsibilities, decision making/ advisory

authorities and a clear message to be communicated. This may require an update of the GLC Terms of Reference to include any appropriate changes.

Council's Perception of GLC Results:

Council members were asked whether the Committee has been successful in ensuring that the GLP has been integrated into each Chapter? Their responses were almost equally divided between no, yes/somewhat and don't know/not sure. Comments often acknowledged that the integration of the GLP into each Chapter depends on the situation and level of activity in the Chapter. Some gave credit to staff and consultant efforts.

GLC members' view on this question was quite different. Most felt that the committee had been at least somewhat successful in ensuring that the GLP had been integrated into each Chapter. In some cases, they acknowledged that their perception was based primarily on their own Chapter/region or that they weren't sure it applied to all Chapters. One member correctly pointed out that this expectation is not in the "mandate" (terms of reference) of the GLC.

Findings:

As part of the long-term strategy enunciated in the Chapter GLP Manual, Council advised the Government Liaison Committee (GLC) "to oversee the integration of the program into the chapter".

The differing perceptions on the degree of integration of the GLP in Chapters suggests that this is not being tracked or reported. (See discussion below on reporting.)

Reporting/ Information Flow

Reporting and information flow were identified as important components of the GLP design. Questions were posed to Council members and GLC members on this topic.

Councillors were asked - Is the information (e.g. plans, reports) provided to Council sufficient? Almost half of the Councillors interviewed did not think that the information provided to them concerning the GLP was sufficient. Others found the information provided sufficient or somewhat sufficient. Some were not sure or did not know. Their comments included:

- Don't remember a report from GLC
- No, most committees do not report regularly. Didn't know it existed until last 6 months.
- Probably not. Don't get regular reports or monitoring. No standing item on agenda.
- No knowledge.
- No. What they do is a mystery.
- Close to sufficient. Would welcome more info (eg. more for new Councillors). Agenda item for every meeting of Council.
- Not sure what they are doing.
- Should ask for what we want. Have been receiving significant material; big agenda package.
- Don't think so. Not much available. Light on substance.
- No regular reporting. Will deal with specific issues.

- Underwhelming, not focused. Does not grab attention. Would like 1 page with graph. Power point with stats.
- No performance measures, results or impact.
- Quite good job.
- Could refine communication. Need to think about communication strategy, focused presentation. Can always ask for information and go talk to staff.

GLC members were asked - Is the information (e.g. plans, reports) provided by Chapters (to GLC) sufficient? The majority of GLC members interviewed felt that the information provided by Chapters was at least somewhat sufficient. Most indicated that some improvement should be made or that work is underway to improve reporting. Their comments included:

- Sufficient information only for issues.
- Capacity issue, large variation among Chapters. Should have photos.
- Need to connect better (e.g. on funding). Should not have to struggle on funding. Need to be clear on what is funded.
- Fiscal reports to GLC being established (what has been done, who involved).
- Think so, but not sure. Good access to information but need more meat. Chapters are proud of meetings with MPPs/ Ministers.
- When we ask, get good reporting. Project underway to set up reports (electronic).
- Not too sure, little detail. Some detail provided at Committee meetings & in minutes.
- Formal feedback needed.

The document review and questionnaire responses indicated that some Chapters prepare regular reports for their Executive Boards and their AGM but these are not routinely sent to GLC or PEO HQ. A form for reporting on meetings with MPPs is available for Chapter use and a copy is to go to PEO HQ, but few of these are completed. Automation of this form using "Survey Monkey" is underway. The GLC annual report and the GLP section in the 2015 QA Booklet provide an excellent overview of activities, but contain little information on program results. GLP Information Notes appear to provide useful information on specific issues, but these were not examined in detail.

Findings:

While the Chapter GLP Manual identifies reporting as a "key function" and is quite explicit on the responsibility of GLP Committees to report quarterly to their Chapter Executive and annually to their AGM, little is covered on reporting to the GLC or PEO HQ. Similarly, there does not seem to be any specific requirement for GLC reporting to Council.

The GLC Terms of Reference include:

- Coordinate the activities of the Government Liaison Program.
- Establish, receive and review reports from PEO

committees as it considers appropriate.

There is also an expectation, based on the interviews, for more or better reporting on GLP activities and results for the Council and GLC.

Recommendations:

6. GLC should work with Council and Chapter GLP Chairs to determine reporting requirements for Council and the GLC and establish systems and procedures to meet these requirements. To the extent possible, the requirements, systems and procedures should build on information already collected or needed by the Chapter GLP Committees and should consider the limited volunteer time for reporting activities. Automated reporting tools should be employed wherever feasible.
7. Council should consider establishing a regular agenda item for GLC reporting and direction.

Training

Training expectations from GLP Chapter Manual:

Training Sessions - Each year, a series of program training sessions will be held for members participating in the Government Liaison Program. These are to include:

- The nature/scope of the program
- Tips on building relationships with MPPs
- Updates on current issues impacting the role of PEO and the self-regulating profession
- Updates on PEO messaging and positions

A notice will be distributed through the chapter executive to advise of upcoming training sessions. Upcoming training will also be announced in the GLP Weekly newsletter.

Training Delivery:

This is done primarily through GLP Academies which have been held 4 times most years. Based on sample agendas for 2013, 2014 and 2015, topics covered have included:

- How to get your policy into legislation
- Government structure
- Who's who - look at the key Ministers, Critics and other MPPs in Queen's Park
- What do I talk about? – GLP Issues and Information Notes
- Role playing - Attendees receive practice in meeting politicians and discussing issues
- Lay of the land - overview of the current political landscape.

An introduction to GLP and a 'GLP Congress' session are normally included as part of each Academy agenda. During the 'Congress' sessions, each GLP Chair or rep will make presentations or speak for 5-10

minutes to discuss past achievements and future goals. They will also discuss how all the GLP Chapters can work together to grow and promote.

Interview Analysis:

All three groups of PEO interviewees were asked – “Is training for PEO participants/ representatives sufficient?”

- 1) Council: The majority of Councillors considered current training to be sufficient or somewhat sufficient. Some were not sure or not familiar with the training. While a few felt it was not sufficient. Comments included:
 - Training positive & critical, but not sufficient. Need to select good participants. Brown comes to all, ensures consistency, targets MPPs. Regulation focus but not getting full value.
 - Need more.
 - Increase to ensure clear understanding (message). Do shortly after election/ annually. Very important.
 - PAN doing better job (prior to meetings provide briefing note, indicate expected result, goal clear). Need to bring OSPE rep to meetings and vice versa.
 - Lots of opportunities for training, but don't know if all get training. Consistency issue. Reps may deviate from messages or add own items. All contacts should be reported.
 - Train Chapter committees, with more on activities.
 - QPD – info provided late. Basic training, but need improvement.
 - Initially good, but now repetitive; nothing new. Need to refresh curriculum; adopt train the trainers approach.
 - Need to monitor training, at least once a year.
 - Should pick hot topics & make sure they are covered. Use mock meetings to make participants more comfortable. Listen but also convey position. Not lobbyists but could align with them as they may be more effective.
 - Academy very good for GLP Chairs, but not all people covered.
 - Should put training on web/ do webinars.

Council suggestions:

- After election engage new people on issues important to PEO with consistent message and regular follow up.
- Give them “sound bites” to use. Tell people what not to do. Avoid different messages (coordinate).
- Potential for info on web site. Need more lead time, organized info on issues to cover.
- Convenient communication (eg. video conference); volunteers have less time. Same (Council endorsed) messages from all Chapters to MPPs.
- Leadership, education for all Chapters, suggest types of activities.
- Get out a consistent message.

2) GLC: The majority of Government Liaison Committee members felt that the current training was sufficient or somewhat sufficient, while some did not know or were not sure. Comments included:

- Very ambitious. Engineers not used to speaking to politicians.
- Volunteer time a constraint (& maybe dress code?).
- Academy works well.
- New Chairs being trained. This is important.
- Some issues with language.
- Need part experience and part training.
- Good training program, but may not be right (for our needs).
- May need follow up training.
- Aren't tracking who has been trained (staff role).
- Training for volunteers is general.

GLC suggestions:

- Need to focus on core (3-5) issues & PEO position. How to communicate these. Provide updates on key issues.
- Understand issues important to MPPs.
- More unified voice (with OSPE) when speaking with government.

3) Chapter GLP Chairs: Almost all of the Chapter GLP Chairs who had participated in training indicated that it was sufficient or somewhat sufficient, while some had not had training. Their comments included:

- View as a process with more experienced Exec members.
- Overall training well structured. GLP Academy (East Ont.) great for new members. Always 2 or 3 MPPs attend.
- Training is sufficient but hard to find time.
- Academy provided better sense of program & HQ contacts. Short term sufficient.
- Session after AGM. GLP Academy was good, but could only send one; should allow more.
- Academy training good introduction, some tactics. First best; got less from 2nd & 3rd. More emphasis on MPP staff would be valuable.
- Good training on approaching MPPs. Training for election to office.
- GLP conference (Academy) combined with QPD not sufficient. Could add webinar.
- Went to PEO training and team has access to material. Should have social network app; use webinar.
- Got training slides only.
- Academy is good. Harder for members from Windsor. Should do Chapter level (train trainer).
- GLP Academy good but at year end. Should do after election. AGM day could be expanded.
- Sufficient from starting point of view.

Chapter GLP Chairs suggestions:

- Only once a year meeting; need more sessions (work shops). Not enough time to address Chapter/ regional issues (eg. how to handle first meetings with MPPs).
- Relationship building key. Seek to understand MPP needs.
- More clarity on direction. Tips on best activities to get most value from engagement. Need to reinvent GLP and educate PEO on government.
- Attended PEO conferences, but program hard to apply to Chapter.
- Coordinate training earlier after election (May rather than April).
- Clear message to go to MPPs (4tly or annually).
- Reach out to municipalities (Mayors/ Reeves) and invite to Academy.

Findings:

The review of sample Academy agendas indicates that the topics specified in the Chapter GLP Manual are being covered.

Interviews indicated that some Chapter GLP Chairs had not had an opportunity to attend one of the Academies. Some also indicated that they would like to have others besides the Chairs attend this training.

There does not appear to be a system to monitor coverage and follow up to ensure that all who need training are receiving it.

While the majority of interviewees felt that the current training was sufficient or somewhat sufficient, the individual comments indicated that there is room for improvement.

The most frequently suggested improvements were:

- Need to reinforce clear, consistent messages
- Current training may be sufficient, but should do more
- Good for new members, but may need more advanced, different topics for others
- Timing important for newly elected Chairs
- Use different delivery mechanisms – web based, social media app, seminars, work shops, video conferences, Chapter level.
- More should be done to cover activities that Chapters should undertake to implement GLP.

Recommendations:

8. Objectives, target audience and expected results for training sessions should be clear. This should include clear, consistent messages that are to be communicated or reinforced through training.

9. Build on current training material and resources to expand training to meet the needs of different GLP participants.
10. Tailor some training/ orientation to newly appointed Chapter GLP Chairs. Several new chairs mentioned that they would have appreciated training shortly after their election rather than months later. This training could be more specific to the needs of a new Chair and would help them get off to a good start.
11. Offer several training options in addition to Academies. These could include web based training (already developed but not yet implemented), video or teleconferences. Web based tools could provide on demand training and a library of special topics. This would recognize time/ travel constraints for many volunteers.
12. Participation in training events should be encouraged and reported. All chapters should participate for coverage and consistency. Follow up should be done with Chapters not participating.
13. Consider adding more content dealing with best practice Chapter GLP activities.

GLP Weekly:

Members of the GLC and Chapter GLP Chairs were asked - How does the GLP Weekly Newsletter contribute to the work of the Committee/ Program?

- 1) GLC: Almost all of the Committee members felt that the weekly newsletter made a positive contribution to the program. Most saw it as a good communication tool and several felt it was useful for sharing ideas. A few found it useful for planning, communicating to MPPs and recognizing successes. Only one indicated it did not contribute to the work of the Committee. Specific comments included:
 - Good way to communicate. Not aware of readership.
 - Assists oversight role; provides update on what Chapters are doing. Value for other Chairs – sharing knowledge.
 - Highlights successes; sharing of info; others can learn (do similar functions).
 - Too long (what can I learn?).
 - What has been done in past week; upcoming events (picked by H Brown) to attend.
 - Don't know how it contributes, but illustrates many active Chapters. Carries message of GLC to Chapters & to MPPs. Illustrates what others are doing & upcoming events.
 - Makes Committee look "awesome". Better than writing report. Celebrates events, timely sharing, record of events, share with MPPs.
 - Keeps members up to date on PEO & government activities. Not for planning, but after event reporting.
 - Doesn't contribute to my work on Committee; not a focus.
- 2) Chapter GLP Chairs: The majority of interviewees saw the Weekly as an informative, communication tool. Many felt it was useful for planning and sharing ideas. It was also seen as a

good means to communicate to MPPs and to give recognition to Chapters. Unfortunately, several (new Chairs) were not receiving the Newsletter (this has been corrected). Specific comments included:

- Gives idea of what others are doing & future activities (of MPPs).
- Upcoming events; quick update; read every week. Use to plan/ identify opportunities.
- Showed to MPP & he was impressed
- Update on what others are doing, get ideas. Howard very helpful.
- Makes me aware; ideas for events; good info.
- Photo opps. Report on meetings, but not much meat; little results.
- Encouraging to scan, see events of interest. Others dealing with same issues.
- Receive and read occasionally. Useful to have – know what others are doing, hot topics.
- More coverage for York (recognition/ reward); get your name out. Not too deep on info.
- Informative, helps plan attendance at activities. Know what MPPs are doing.
- Enjoy reading, see what others are doing. Look for events to attend.
- Gives MPPs sense of what other MPPs are doing with PEO.
- Raises flags on issues (eg. Cabinet shuffle). Shows participation. What's upcoming.
- Make us aware of PEO mgt. and other Chapters' interaction with MPPs. Get ideas.
- Great! Always read. Use to raise issues/ plan with Exec. Lessons learned.
- Very good resource. Brown critical; not volunteer. Needs info to do job – updates.
- Informative, encouraging, future events. Should distribute more broadly.

Observations from review of sample issues of the newsletter:

The primary audience is both PEO chapters so that they are aware of the activities that are happening, and politicians so that they are also aware of PEO activities and also wish to be profiled in the newsletter for their own visibility.

Anyone, including members of the public, may ask to join the distribution list. The current distribution list of about 600 includes PEO members, MPPs, city councillors, bureaucrats, students, etc.

From a review of a sample of newsletters from 2011 to 2016, the following observations were made:

- Professional presentation, well organized, easy to read with main topics listed.
- Photos and list of upcoming events take up a large portion of space. Many photos show mainly faces/ bodies with name and title caption.
- Role of PEO repeated/ reinforced in all issues –“Through the Professional Engineers Act, PEO governs over 80,000 licence and certificate holders and regulates professional engineering in Ontario to serve and protect the public. Professional engineering safeguards life, health, property, economic interests, the public welfare and the environment.” Good reinforcement of message.
- Coverage seems to be mainly on participation at events.
- Where “meeting” or “discussions” with a Minister/ MPP are reported, there is usually no reference to results or follow up which could appear in a subsequent newsletter.

Recommendations:

14. GLC and Council should confirm the role of the GLP Weekly and its primary audience in the context of an overall strategy for the Government Liaison Program, the communication strategy for PEO and its relationship with Engineering Dimensions, GLP Information Notes and other communication products. Based on current usage of the newsletter, the role could include planning, reporting/ communicating, sharing ideas or providing recognition. The audience could range from Chapter GLP Chairs, Chapter Executives, GLC and Council to all PEO members to MPPs, their staff and senior public servants.
15. A more efficient option for planning should be considered in order to eliminate the repetition of upcoming events in the newsletter and to provide more guidance on priorities for attendance at events. An on line calendar of events with colour or some other coding to highlight the most significant events could be maintained and populated with key events well in advance.
16. GLC, with Council endorsement, should confirm the main message or messages it wants to convey to its primary audience.
17. When reporting on events involving MPPs or other officials, comments on results, reactions or follow up should be included wherever possible. This could be included in guidelines for volunteers or staff reporting on events.
18. To facilitate follow up on results or outcomes of events or meetings, the initial event reported could be flagged for follow up (eg. a meeting or conference dealing with an important issue).
19. To provide more depth/ substance, perhaps one article per issue should develop a priority theme or message. For example, interviews with Chapter GLP Chairs in early 2012 provided more depth.
20. Establish a searchable data base or search tool that would facilitate searches by topic, Chapter or individual. This would facilitate easy extraction of items on a particular issue or events attended by a particular MPP.
21. Costs and delivery methods should be compared to similar newsletters for other organizations. This was beyond the scope of the current study.

Events:

One of the means of achieving GLP results is through organized events. All three PEO groups and MPPs were asked about their participation in PEO organized events and the effectiveness of these events.

- 1) Council: Most Councillors had attended at least one PEO event organized to engage MPPs. Queen's Park Day was most often mentioned, and some felt it was effective, but more for awareness than results. Others felt that one on one meetings or special meetings organized with a small group were most effective. Comments included:
 - No benefit for \$300 dinner. Should focus more on staff (engagement/ training)
 - Need follow up to events/ meetings; need better selection of participants

- After election PEO organized meeting with new Ministers (still on learning curve) and this was very effective. Talked about issues/ challenges face to face. Committee recommended topics to cover.
 - MPPs came to speak to us helping to understand them. Going to reception just to get a picture not that effective. Need follow up.
 - Have met ~1/3 of MPPs; can call and talk to them. Queens Park Day effective. Met AG several times a year. One on one contacts effective; can connect with MPPs' issues.
 - One on one most effective
 - QPD most effective; however, some MPPs don't attend. Also lack of volunteer interest.
 - QPD good food/ drink but only seeing one element. No longer effective - \$wasted. Nothing with public or opposition parties.
 - QPD good face to face contact. Meetings in MPPs office organized by Chapter. Take MPP to work. Invite MPPs to PEO events.
 - Need to have right people to participate.
 - Parliament Hill Day (Ottawa) talked with MPs but not sure if they were engaged. Need dialogue/ follow up.
 - Need more attention to public servants.
 - Not effective for results; effective for awareness. QPD many cabinet members/ MPPs become aware.
 - All candidates meeting could be good.
 - At wine & dine events no time to discuss issues.
 - Don't know if events effective. Could more follow up help?
- 2) GLC Members: Almost all Committee members had attended at least one event. Several mentioned Queen's Park Day and Take your MPP to Work Day, with the later seen as more effective. Comments included:
- Some events very effective (e.g. Tech Town Hall). MPPs want to work on issues (e.g. private members bills); need technical support.
 - Take MPP to work helped give them insight on work of engineers. QPD was an opportunity to talk to people (40- 50 MPPs attended).
 - QPD good. Take MPP to work is a tailored event, creates dialogue, exposes MPP to what engineers do & work of PEO, introduction to a company.
 - QPD good for interaction, very effective –learn, raise issues, 2-way communication; helps to develop relationship.
 - Effectiveness of events limited; viewed as photo opps (not dealing with substantive issues or moving MPPs along on understanding). Need to stay on messages, issues.
- 3) Chapter GLP Chairs: Almost all Chapter GLP Chairs had participated in at least one event organized to engage MPPs. Several indicated that face to face meetings with the MPP (usually in their office with OSPE rep) were most effective. Other effective events were the Take MPP to Work Day, Queen's Park Day and all candidates meetings. Specific comments included:
- MPP to work day – MPP amazed by factory, then spoke about it in House.

- Constant series of activities. Need to participate and be seen. Formal meetings, inviting MPPs to Certificate presentations. Take MPP to work.
 - At local events, make sure MPP is comfortable. Have good relations and MPP is keen to attend.
 - By election meeting with candidates had good response.
 - In 4 years, Industrial exception biggest issue. Informal lunch meeting with MPP & OSPE rep had most effect.
 - QPD. Attended Liberal event in Thunder Bay, but not enough face time.
 - QPD – not sure if effective. Most MPPs don't come.
 - OSPE/ PAN meeting with Minister. Got his advice on how to influence policy
 - QPD, caucus events are effective.
 - Joint meetings with OSPE in MPP's office most effective. Difficult to get material on PEO position.
 - MPP's events with other organizations. Recognize & give credit to him as a result of relationship being established.
 - MPP at our AGM, spoke to group & takes engineers seriously. Also one on one.
 - All candidates meeting very effective. Very limited budget for 5 person committee attending MPP's events & public events.
 - Take MPP to work – undivided attention.
 - Face to face in office most effective. Chapter events (Licence ceremony), Engineering Month, annual picnic.
 - Face to face best (show passion, type of person you are).
- 4) MPPs: Almost all of the MPPs interviewed had attended several events organized by PEO. Queen's Park Day was most often mentioned and was also noted by some as one of the things that PEO does well in its interactions with MPPs. This effort also afforded them an opportunity to meet engineers from across the province. Some indicated that individual meetings where they could discuss issues and get input were more valuable. Participating in educational events, events with young people and PEO award/ certificate ceremonies were also mentioned. Specific comments included:
- Yes, many social events. They did assist in understanding their role.
 - Lobby day. Separate meetings with engineers at QP. Attended AGM/ Licence ceremony. Greatest value meeting engineers from across province at QPD.
 - QPD; individual meetings most productive; attended AGM in Toronto; attend annual luncheon in North Bay (for over 10 years).
 - QPD. Saturday morning education session – spoke at these (2). Opportunity to share understanding.
 - QPD, but not being educated through this event (well educated already). Should meet more in riding.
 - Graduation ceremonies, bridge building. Events for young people in particular.
 - QPD. Individual meetings more valuable.
 - QPD helped to understand role, many ways engineers touch lives of Ontarians (eg. infrastructure).

Document Review:

In their “Government Liaison Program Report 2005-2016” Brown and Cohen note the following with respect to events and PEO participation:

“Going hand-in-hand with MPP meetings is event attendance. Although meetings are a direct way to discuss PEO issues with MPPs, meetings are always about asking for something. Events, on the other hand, provide a great opportunity to show support for the MPP. It allows engineers to build relationships with MPPs outside of their office.

The relationships that PEO fosters through its event attendance open many doors for PEO. MPPs get a lot of requests for their time. The organizations that tend to get heard are those speaking with MPPs on a regular basis, attending events, hosting meetings and engaging them in the organization’s activities.”

OSPE comments: In an interview with an OSPE staffer, it was noted that it often takes up to 6 months to arrange a meeting with a Minister or MPP as there are many demands on their time.

Proposed legislation may restrict political fund raising events and this could affect access of PEO members to MPPs.

Findings:

Overall, Queen’s Park Day, individual face to face meetings with MPPs and Take MPP to Work Days seem to be most effective from PEO and MPP perspectives. While face to face meetings and dedicated attention are desirable for achieving understanding and gaining support on issues, these may not happen without the ground work of awareness and relationship building through attendance at MPP events and inviting them to PEO events. Each Chapter has had varying degrees of success with up to 5 or 6 MPPs in their area and the approach may be different for each.

Recommendations:

22. Build on the success of the suite of events that are being used now , with minor adjustments if the rules for fund raising events change. Recognize the differences among Chapters and MPPs and that successful face to face meetings to discuss issues will only happen once a good relationship has been established. Ensure that when face to face meetings are planned, the right people attend, that expectations and approach are clear and that all PEO/ OSPE participants have the same briefing and agenda. Any required follow up for meetings or events should be documented and acted upon quickly.

Chapter Committees Fulfilling Key Responsibilities:

Delivery of the GLP and building relationships with MPPs depends, to a large extent, on the successful implementation of the program by Chapter Committees in all 36 Chapters.

Chapter GLP Activities:

To see how Chapter GLP Chairs were achieving results, they were asked - What are the main activities undertaken to implement the GLP for your Chapter? Most were undertaking or had planned several different activities to engage MPPs. The most frequently mentioned were inviting the local MPP to the AGM or Licence ceremony, Take your MPP to Work Day and attending MPP events. A number were meeting their local MPP at their constituency office. Other activities mentioned were inviting MPPs to participate/ speak at PEO training events, school events, engineering symposiums and candidates' debates.

Findings:

While most Chapters had some activities underway or completed, some did not or were still in the planning stage.

Recommendation:

23. All Chapters should be encouraged to complete at least one activity or event with each MPP in their area each year. Follow up should be done to monitor whether this is happening and to provide assistance as necessary.

Chapter GLP Management:

Several questions were asked pertaining to management of the program within the local Chapters.

How would you describe the structure of the GLP in your Chapter? – About half of the respondents had a sub-committee consisting of the Chair plus 2 or more committee members. The other Chapters were organized with only the chair, chair plus one or the chair plus members of the Executive team as required. Some larger committees would have one person assigned to each MPP in their area. Formal meetings were infrequent and usually for event planning. Several mentioned involving OSPE in meetings with MPPs and event planning.

What management processes are in place to help ensure coordination of GLP activities? About half of the interviewees did not have any management processes in place. In some cases they were new and had not had much time to get organized. In other cases, their level of activity did not justify any formal process. Some indicated that they had planning/ budgeting or reporting, while others relied on committee or work group meetings to coordinate activities.

Is the recruitment of members to participate in the program effective? – A majority of Chapter GLP Chairs indicated that the recruitment of members to participate was at least somewhat effective, while others felt that it was not and others were not sure or did not know. Some rely on members of the Chapter Executive to help out. In small Chapters, and even in some large ones, recruitment of volunteers is difficult (e.g. on short notice and for events on weekends and in the evening).

The questionnaire input indicated that the recruitment criteria are not being used and no formal selection process is followed. Some training or briefing material is usually provided to participants.

Findings:

The structure of the sub-committee depends on the level of activity and volunteers available in the Chapter. The committees may be one person or up to 4 or 5.

For the most part, management processes and meeting schedules are not required, although some had planning and budgeting. Planning is informal and centred around events.

Recruitment criteria specified in the manual are not being used. Where recruitment of volunteers is difficult, this may jeopardize the success of the program.

Since Chapters seem to be able to organize events with little process, finding the right volunteers is probably more important.

Recommendation:

24. Emphasis should be placed on recruiting more of the right people to volunteer for the Chapter GLP Committees.

Chapter GLP Support:

Is the GLP Chapter Manual a useful reference document? – Most of the respondents who had read the manual thought it was a useful document, especially for new members/ Chairs. A few refer to it occasionally. Unfortunately, about one third said they had not received it or did not recall seeing it. (These Chairs were all sent an extra copy.)

Is there adequate liaison with the central Government Liaison Committee, the communications consultant and the Manager GLP? – Almost all respondents felt that the liaison activity was adequate or somewhat adequate. The most frequent contacts were with the Program Manager, followed by the communications consultant. There were a few references to the regular conference calls (only 10 to 12 participate) and some suggestions for copies of GLC minutes/ decisions, more lead time/ advance material for meetings with MPPs, co-ordination with GLP Chairs for events in their area or in overlapping ridings and better communication among GLP Chairs. Most interviewees seemed to get prompt replies to questions when information was requested.

Findings:

The GLP Chapter manual is a valuable tool and distribution needs to be timely for new Chapter GLP Chairs.

The liaison/ communication between Chapter GLP Chairs and the Manager GLP/ communications consultant is adequate. Conference calls do not reach the majority of Chapter GLP Chairs. Some specific improvements could be made.

Recommendations:

25. The GLP Chapter manual should be updated if any significant changes are made to the program. Distribution to all Chapter GLP Chairs should be timely and verified.
26. Measures to increase quarterly conference call participation should be examined including taping and distribution of copies of the calls.
27. GLC minutes or extracts from the minutes should be distributed to Chapter GLP Chairs.
28. Electronic means of sharing information among Chapter GLP Chairs and HQ staff should be developed.

MPP Views:

When MPPs were interviewed there were several questions asked in order to gain some understanding of how they view PEO and to elicit their suggestions for improvement.

What do you think the PEO does well in its interactions with members of the provincial legislature? Overall, the comments were quite positive and reflect significant improvement since the GLP was introduced. Some thought PEO was doing a good job communicating its message and that H. Brown was quite effective. Others mentioned Queen's Park Day and other events, respect, professionalism and trust in PEO and they were seen as trying to help. Comments included:

- PEO here now (went from zero to positive). QPD well organized. Professional job, as good as any.
- H Brown does excellent job in getting access to MPPs. Events are among the best; local engineers attend & we appreciate this.
- Support for members of opposition party. Good on sharing facts eg. air/ water quality.
- PEO is respected. When they lobby it is in the public interest, not self-interest.
- Communication. Receptions – get good turnout, energy in room, good feel, well advertised, photographer there.
- Consistent messaging, on-going presence. Proactive, positive, look to how they can help.
- Lobbying efforts quite good (non-existent before 2004).
- H. Brown very good. PEO members should do more than just show up.
- H. Brown is effective, educates on issues. Key to work with public service (MPPs/ Ministers change).
- Educating parliamentarians. As issues come forward they provide input.
- Effective building trust, relationships. Demonstrate interest in issues; look for ways to help/ advise. Professional, prepared, right people. Relationship/ partnership not just 'transactional'.

What benefits do you see in your relationship with PEO as an organization and with its members? All MPPs interviewed saw some benefits in their relationship with PEO and its members. Several mentioned access to engineers' knowledge and expertise, an opportunity to discuss issues and non-partisan input or advice. Others mentioned understanding the engineer's role, encouraging youth to consider a career in engineering, promoting capital investment and local engagement. Comments included:

- Understands knowledge, skill, expertise of engineers in provincial matters; province can benefit.
- As critic for Infrastructure & Economic Development could touch base with PEO on issues (electrification of Go Train; Green Energy).

- Better understanding of their role & importance. Provide a non-partisan sounding board; not as self-interested as some groups.
- Opportunity to mix with members, identify obstacles, get better understanding of others' interests. Engineers familiar with infrastructure; gain better understanding & info from them.
- Good on-going dialogue, open. They offer to assist. Promote issues around investment.
- Province spending huge \$ (130B) on infrastructure. Need engineers/ architects ideas, input on priorities, advice on electricity, roads, etc.
- Knowledge, understanding. PEO should do better at this.
- Knowledge, connection to local outreach/ events. Important to get young people to consider engineering; grow the profession.
- Sessions in my office. Need to nurture young engineers (co-op programs like Waterloo); start in High School; take kids to work.
- Ability to have discussions, get comments on legislation. Get PEO position; be informed on decisions.
- Working with people, getting sound advice (eg. on policy). Do my job better. Local engagement, meet local businesses (Take MPP to Work).

What do you think the PEO could do better to build relations with MPPs?

Three of the MPPs interviewed could not think of anything that PEO could do better. Others suggested position papers or personal discussions to provide input on key issues, organizing seminars on important topics of public interest, organizing site or project tours, encourage youth and do more on diversity.

Specific comments included:

- Nothing. Have exceptional relationship with all 3 parties. Good approach.
- Non-partisan position papers (eg. Climate Change). Be more educational; fact based.
- Doing a good job. Meet individually once a year. Input on specific issues (eg. asphalt in north; bridge collapse –Nippigon).
- Would welcome opportunity to get engineers view on issues through papers or discussion. Provide tours to sites/ projects.
- Engage MPPs in organized tours (schools, projects) providing examples of what engineers do.
- Doing a good job, staying in touch, but need consistency. Catch public & political interest. Set up "PEO Infrastructure Advisory Group" to conduct lectures, seminars highlighting approaches/ safeguards in the public interest – invite MPPs & media.
- More meetings in ridings. Come to office & talk about issues; offer help.
- Keep doing what they do.
- Could do more on education & diversity. Talk to kids on engineering. Need to be diverse & interact with other groups.
- Do a good job. Need to continuously inform on engineer's role (e.g. Doctors seen as essential to quality of life).

What can PEO learn from the government relations programs of other professional regulators?

Almost half of the MPPs interviewed felt that PEO's government relations were already strong. Other associations mentioned as having good programs were nurses, doctors, teachers, fire fighters, financial planners and PEGO. Areas for improvement mentioned were position papers, mentoring, diversity and accepting government decisions. One MPP was confused between PEO and OSPE. Comments included:

- PEO better than average; have one of the best.

- No clear pattern from others. PEO strong, non-partisan.
- Confused between OSPE & PEO. OSPE produces good position papers – Wind Energy paper excellent.
- Others could learn from PEO. PEO can help with knowledge of MPPs; provide broad perspective.
- PEO one of the more visible (top 3 or 4). Nurses, doctors prominent, but tend to be adversarial (government is their employer). Financial Planners also quite visible.
- Should meet with medical, nursing, teachers and find out how they do it. PEGO also very good (all politicians know about them).
- Fire Fighters excellent, well organized, come to events, do more at local level.
- Should realize government decisions aren't personal (balance/ trade-offs in public interest); move on.
- Engineers could learn re mentoring, diversity, gender parity (male domination). Work with multiple ministries.
- Not a lot. Don't need more interaction. Balanced, effective. Promote value of engineers to Ontarians.

Have you any other thoughts that would be beneficial to PEO in supporting your work as a provincial legislator?

Almost all of the MPPs interviewed offered suggestions in response to this question, sometimes repeating or reinforcing earlier comments. Providing position papers, advice and solutions to help resolve important issues were often mentioned along with comments on the types of events they enjoy such as tours and take your MPP to work or participation in educational events. Specific comments included:

- Values the opportunity to appear at education forums. Good balance in participation with other local MPPs . Appreciates take MPP to work event & annual meeting with GLP chair.
- Engineers' role not well understood. Engineering component to all legislation. Should apply engineering lens to all legislation (would strengthen). Would like to hear more on Climate Change, GHG & related targets (facts). On Industrial exception, PEO should look at why it is not happening; what are barriers.
- Ring of Fire input/ position as a profession. Paper on infrastructure from proper engineering perspective. Recruiting – doing good job attracting females, but need more mining engineers in north. Tours of northern mines (eg. Tembec \$310M investment). Enjoy business & social functions.
- Identify trade-offs & other considerations in legislation. Balanced briefing notes from engineering perspective. Help MPPs know what is important.
- Generally positive. Should promote role in building things, public safety. Offer public tours, participate in events like 'Toronto Doors Open'.
- Come with positive solutions, not just problems; offer help.
- Priority to increase pipeline of young engineers. Advise us on how to encourage young people to pursue engineering careers. Helps to have H Brown advocating for engineers.
- Work with Dept. of Education, kids at risk, start early. Mentoring diverse communities, support for females; have a proactive position on "gender parity". Lead by example.
- Don't contact MPPs just for problems, have an on-going contact/ relationship.
- Help to build connection with local Chapter. Get to know engineers in riding.

Findings:

MPPs interviewed have a positive view of PEO.

They see benefits in their relationship with PEO and its members – access to knowledge, advice on issues.

They had some suggestions to build better relations with MPPs - position papers on key issues, seminars on important topics, site or project tours, encouraging youth and doing more on diversity.

Compared to other professions, PEO is seen as very strong, but could look at or talk with nurses, doctors, teachers, fire fighters, financial planners and PEGO.

Recommendations:

29. In setting GLP priorities and designing activities, GLC and Chapter GLP Chairs should consider the benefits MPPs perceive in the relationship with PEO such as access to knowledge and advice on issues. They should also consider the specific suggestions for activities such as seminars on important topics, site tours, encouraging youth and doing more on diversity.
30. Some suggestions made by MPPs may apply more to OSPE (e.g. position papers on issues on the government agenda) and these suggestions should be raised with OSPE and coordinated action taken to best utilize these position papers.
31. Follow up should be done with the professional organizations suggested to determine if they have any best practice that PEO could implement.

Additional Suggestions:

During the interviews with Councillors, GLC members, Chapter GLP Chairs, MPPs and OSPE representatives, most offered some specific suggestions for improving the GLP or the relationships that the GLP is seeking to establish. These suggestions are listed in Appendix V with a brief summary at the end for each group of interviewees.

The suggestions covered a broad range of topics including:

- Scope of the program
- Management issues
- GLP budget
- Means and frequency of communication within PEO
- GLC structure and operation
- Direction and support from GLC and HQ
- Consistent messages to MPPs
- Training and conferences
- Activities and events
- Chapter GLP organization and support
- Co-operation with OSPE.

Many of the suggestions have been captured in the recommendations made in this report. Other suggestions are quite specific and could be incorporated in the implementation of the more general recommendations.

Implementation of Recommendations:

The audit findings and recommendations are the result of extensive input from Council, GLC, Chapter GLP Chairs, the Manager, GLP and the communications consultant. While Council would make decisions on the recommendations and should approve an implementation plan, GLC and Chapter GLP Chairs should provide feedback before final decisions are taken.

As the oversight body for the program, the GLC should coordinate preparation of an implementation plan and advise Council on priorities for implementation. This planning should include input from Chapter GLP Chairs.

Some of the recommendations will require more direct attention by Council, while others could be delegated to the GLC. For example, the recommendations dealing with “Achieving GLP Objectives” and “Reporting” require Council attention; those related to “Training” and the “GLP Weekly Newsletter” could be delegated to the GLC.

Some recommendations will have budget implications and these need to be assessed and the necessary funds approved with the implementation plan.

Sequencing and timing will need to be coordinated and this could be done by the GLC with support from PEO staff as part of the implementation plan.

To maintain momentum and help ensure timely implementation, some temporary support or consulting resource should be retained to develop details of an implementation plan and to provide advice on the details of some recommendations.

Recommendations:

32. Council should request that the GLC develop a plan that would set out priorities, activities, responsibilities, timeframes and resource requirements to implement the recommendations accepted in principle by Council. The plan should be developed in consultation with Chapter GLP Chairs and other stakeholders.
33. Council should allocate a budget of \$15,000 for additional resources to support the GLC in preparing the implementation plan.

Conclusion:

This study demonstrates that implementation of the Government Liaison Program over the past 10 years has had a very positive effect on Ontario MPPs and raised their awareness of PEO. Good relationships have been established with a number of MPPs. However, PEO’s regulatory mandate is not well understood. The study has also identified many opportunities for improvement which will lead to better alignment of results expectations, a more strategic, focused approach and stronger Chapter

participation. It is hoped that the specific recommendations will help enhance the delivery and eventual results achieved by the Government Liaison Program.

Acknowledgements:

This review would not have been possible without the valuable input of the Councillors, members of the Government Liaison Committee, Chapter GLP Chairs, Members of Provincial Parliament and staff of OSPE who participated in the over 70 interviews. The individuals interviewed are listed in Appendix IV and I thank them for their time and insight.

Special thanks to Gerard McDonald and Scott Clark for their guidance on planning the project and feedback during execution, Jeannette Chau for sharing her experience and assisting with access to the many documents reviewed and Howard Brown, President, Brown and Cohen Communications and Public Affairs Inc., for sharing his knowledge, experience and contacts particularly in arranging interviews with MPPs.

Appendices:

- VII. Audit Design
- VIII. Audit Criteria
- IX. Interview Guides
- X. List of Interviewees
- XI. Additional Suggestions
- XII. Reference Documents

Appendix I

Government Liaison Program (GLP)

June 19, 2016

Audit Design:

Purpose:

This audit design document summarizes the research done to compile the proposed audit criteria, the recommended criteria to be tested, the approach to be used (interview, questionnaire, data analysis), any options (e.g. sample sizes), the proposed work plan to complete the project and a communications plan to set out what messages and how these will be communicated to all participants in the audit and to the appropriate stakeholders.

Research:

In order to identify the audit criteria, a number of relevant documents were examined. These included the Government Liaison Committee Terms of Reference, PEO Council and Executive Committee motions, minutes and agenda documents pertaining to the GLP, the GLP Chapter Manual, GLP work plan and the RFP for the GLP audit. The key questions that the audit should answer are:

- Is the Program working as intended?
- Is it achieving the desired results?

The Committee Terms of Reference and Chapter Manual are quite comprehensive and provide a number of measures to test whether the Program and particularly the Chapter implementation, is working as intended. The stated goals and expectations from the Council and Executive Committee minutes and motions indicate the intended results although these will be more difficult to measure objectively.

Recommended Criteria:

The suggested audit criteria are documented in the chart attached along with suggested test methods. These would include interviews, questionnaires and several other instruments. In some cases a survey may be appropriate; however, this would be beyond the scope of the current project. A combination of test methods or data collection approaches may be appropriate for certain criteria (see chart). The audit criteria will be confirmed with the PEO Project Authority before finalizing the audit instruments.

Interviews:

The RFP for the Audit identified for main groups for interviews – GLC members, Councillors, Chapter GLP Chairs and PEO staff – as well as the PEO's government relations consultant. Each group will bring a different perspective to the audit. In addition, it is recommended that a sample of MPPs, their staff or other stakeholders be interviewed to help assess the impact of the GLP. The audit plan provides for

about 75 – 80 interviews of about 30 minutes each. The structure would be a short introduction of 2-3 minutes, specific questions to be covered in about 20 minutes and 3-5 minutes for other comments or discussion. The list of interviewees with contact details will be provided by the PEO Project Authority. Sample interview guides and questions are attached (to follow).

Questionnaire:

Most of the factual information and statistics from the Chapters can be gathered using a questionnaire or data request. Specific items that could be gathered this way are flagged in the draft audit criteria chart attached. In some cases the information may be available from existing sources and this will need to be confirmed before finalizing the questionnaire/ data request. A sample questionnaire is attached (to follow).

Other Data Collection Methods:

To the extent possible, existing records (minutes of meetings, work plans, reports) will be used to supplement the interviews and questionnaire. These sources will be confirmed with the Project Authority.

Project Work Plan:

The details of the work plan are similar to those provided in the response to the RFP (see attached). The key target dates are:

- Complete draft audit design & work plan - June 20
- Finalize interviewee list & send email - June 23
- Start Interviews - June 27
- Complete most interviews (90%) - July 12
- Complete audit phase - July 18
- Complete analysis phase - August 22
- Circulate draft recommendations - August 23
- Complete final report - August 29

Communications Plan:

All introductory communication will be coordinated through the Project Authority. Messages will include the purpose of the audit, the general approach stressing the broad range of input/ consultation, the confidentiality of individual interviews and how the results will be reported.

Appendix II

PEO Government Liaison Program

Audit Criteria

Program

Objectives Met?

- Government continues to recognize PEO's regulatory mandate
- No government incursions in self-regulation of the profession
- No erosion of engineering as self-regulating profession
- Raise PEO profile at Queen's Park
- Educate legislators on PEO's role, issues & its value

Government Liaison Committee

- Oversee integration of GLP into each Chapter
- Training Sessions

Chapter Committees

Fulfilling Responsibilities

- Coordination (critical function)
- Recruitment of members to participate
- Reporting (key function)
- Liaison
 - With Government Liaison Committee
 - With communications consultant
 - With Program Manager
- Events
 - PEO hosted Events
 - Attending Events with MPPs

Appendix III

Interview Guides

A - Interview Guide Members of Council:

Purpose: From the statement of work, these interviews are intended to confirm Council members expectations and observations concerning the GLP and GLC. The interviews should assist in determining how the program is working, the results being achieved and any suggestions for improvement.

Interview Structure:

The structure will be a short introduction of 2-3 minutes, specific questions to be covered in about 20 minutes and 3-5 minutes for other comments or discussion.

Questions:

What results do you expect from the Government Liaison Program?

Are you aware of examples illustrating that these results are being achieved?

Based on your experience and observations, do you believe that the provincial government (MPPs, Cabinet, senior public servants) recognizes PEO's regulatory mandate?

Since the GLP was initiated (in 2005), do you believe that:

- The profile of PEO at Queen's Park has increased?
- Legislators are better educated on PEO's role, issues and value?
- There have been no government incursions in self-regulation of the profession?
- There has been no erosion of engineering as a self-regulating profession?

Concerning the Government Liaison Committee:

- What results do you expect from the Government Liaison Committee?
- Has the Committee been successful in ensuring that the GLP has been integrated into each Chapter?
- Is training for PEO participants/ representatives sufficient?
- Is the information (e.g. plans, reports) provided to Council sufficient?

Have you participated in events organized to engage MPPs or other government officials and were these effective?

Do you have any specific suggestions that would improve the GLP or GLC?

B - Interview Guide - Members of GLC:

Purpose: From the statement of work, these interviews are intended to address the work that the GLC undertakes, the structure of the GLC and the work of the GLP. The interviews should assist in determining how the program is working, the results being achieved and any suggestions for improvement.

Interview Structure:

The structure will be a short introduction of 2-3 minutes, specific questions to be covered in about 20 minutes and 3-5 minutes for other comments or discussion.

Questions:

What results do you expect from the Government Liaison Program?

Are you aware of examples illustrating that these results are being achieved?

Based on your experience and observations, do you believe that the provincial government (MPPs, Cabinet, senior public servants) recognizes PEO's regulatory mandate?

Since the GLP was initiated (in 2005), do you believe that:

- The profile of PEO at Queen's Park has increased?
- Legislators are better educated on PEO's role, issues and value?

Concerning the Government Liaison Committee:

- What results do you expect from the Government Liaison Committee?
- Has the Committee been successful in ensuring that the GLP has been integrated into each Chapter?
- Is the recruitment of members to participate in the program effective?
- Is training for PEO participants/ representatives sufficient?
- Is the information (e.g. plans, reports) provided by Chapters sufficient?
- How does the GLP Weekly newsletter contribute to the work of the Committee?
- Is there adequate liaison with GLP Chairs?

Have you participated in events organized to engage MPPs or other government officials and were these effective?

Do you have any specific suggestions that would improve the GLP or GLC?

C - Interview Guide – GLP Chairs:

Purpose: From the statement of work, these interviews are intended to address the work that the GLP Chairs undertake, the structure of the GLP within the Chapter and the local work of the GLP. The interviews should assist in determining how the program is working, the results being achieved and any suggestions for improvement.

Interview Structure:

The structure will be a short introduction of 2-3 minutes, specific questions to be covered in about 20 minutes and 3-5 minutes for other comments or discussion.

Questions:

What results do you expect from the Government Liaison Program?

Are you aware of examples illustrating that these results are being achieved?

Based on your experience and observations, do you believe that the provincial government (MPPs, Cabinet, senior public servants) recognizes PEO's regulatory mandate?

Since the GLP was initiated (in 2005), do you believe that:

- The profile of PEO at Queen's Park has increased?
- Legislators are better educated on PEO's role, issues and value?

Concerning the Chapter Government Liaison Program:

- What are the main activities undertaken to implement the GLP for your Chapter?
- How would you describe the structure of the GLP in your Chapter?
- What results do you expect from your Government Liaison Program?
- Is the recruitment of members to participate in the program effective?
- Is training for PEO participants/ representatives sufficient?
- What management processes are in place to help ensure coordination of GLP activities?
- How does the GLP Weekly newsletter contribute to the Program?
- Is there adequate liaison with the central Government Liaison Committee, the communications consultant and the Manager GLP?

Have you participated in events organized to engage MPPs or other government officials and were these effective?

Do you have any specific suggestions that would improve the GLP, GLC or your Chapter GLP activities?

D - Questions for MPPs:

1. Are you familiar with the Professional Engineers Ontario (PEO) and if so, what do you understand to be their mandate?
2. Have you participated in any events organized by PEO? If so, what were the events and did they assist you in understanding the role of PEO and the value of the engineering profession in Ontario?
3. *Are you familiar with any issues or policies that PEO is promoting and if so what are these and do you support the PEO position?*
4. What do you think the PEO does well in its interactions with members of the provincial legislature?
5. *What benefits do you see in your relationship with PEO as an organization and with its members?*
6. What do you think the PEO could do better to build relations with MPPs.
7. What can PEO learn from the government relations programs of other professional regulators'?
8. Have you any other thoughts that would be beneficial to PEO in supporting your work as a provincial legislator?

Appendix IV

List of Interviewees:

Councillors:

George Comrie, P.Eng., CMC

Thomas Chong, P.Eng.

David W. Brown, P.Eng.

Christian Bellini, P.Eng.

Roydon A. Fraser, P.Eng.

Roger Jones, P.Eng.

Dan Preley, P.Eng.

Changiz Sadr, P.Eng.

Noubar Takessian, P.Eng.

Guy Boone, P.Eng.

Warren Turnbull, P.Eng.

Gary O. Houghton, P.Eng.

Ewald Kuczera, P.Eng.

Tim F. Kirkby, P.Eng.

Ishwar Bhatia, M.Eng, P.Eng.

Santosh K. Gupta, P.Eng.

Mary Long-Irwin, LGA

Rakesh Shreewastav, P.Eng.

Marilyn Spink, P.Eng.

GLC Members:

Darla Campbell, P.Eng

Gabe Tse, P.Eng

Michael Chan, P.Eng

Bill Allison, P.Eng

Ishwar Bhatia, P.Eng

Daniel King, EIT
Jonathan Hack, P.Eng
Angel Serah
Rakesh Shreewastav, P.Eng
Warren Turnbull, P.Eng
Jeannette Chau, P.Eng
Howard Brown, President, Brown and Cohen

Chapter GLP Chairs:

Marc Pilon
Pankaj Panchal
Ravinder Panesar
Haris Ahmadzai
Hameet Panesar
Arjan Arenja
Gabe Tse
Hafiz Bashir
Steve Favell
Raymonf Chokelal
Amalia Rey-McIntyre
Tomiwa Olukiyesi
Andrew Van Dyk
John Severino
Jeffrey Lee
Sawsan Abdul-Majid
Dan Demers
Tony Linton
Narayana Asogan
Ray Linseman
Manoj Shukla
Fred Saghezchi
Asif Khan
Daniel Liao

MPPs:

Minister Brad Duguid, MPP (Scarborough Centre)

Minister Eleanor McMahon, MPP (Burlington)

Minister David Zimmer, MPP (Willowdale)

Yvan Baker, MPP (Etobicoke Centre)

Steve Clark, MPP (Leeds-Grenville)

Vic Fedeli, MPP (Nipissing)

Catherine Fife, MPP (Kitchener-Waterloo)

Sylvia Jones, MPP (Dufferin-Caledon)

Peter Milczyn, MPP (Etobicoke-Lakeshore)

Julia Munro, MPP (York-Simcoe)

Soo Wong, MPP (Scarborough-Agincourt)

OSPE Staff

Catrina Kronfli

Lee Weissling

Appendix V

Additional Suggestions:

During the interviews with Councillors, GLC members, Chapter GLP Chairs, MPPs and OSPE representatives, most offered some specific suggestions for improving the GLP or the relationships that the GLP is seeking to establish. These suggestions are listed below with a brief summary at the end for each group of interviewees. Many of the suggestions have been captured in the recommendations made in this report. Other suggestions are quite specific and could be incorporated in the implementation of the more general recommendations.

Council:

- Need to improve influence of program; develop strong on-going relationships
- Chapter budgets too low compared to other programs; should we lobby government more?
- After election engage new people on issues important to PEO with consistent message and regular follow up. GLC flow of info between Council & Committee. Important to have Committee updates Some Councillors don't fully understand. May need more time on Council agenda. GLC high priority & doing a good job.
- Process is important, but need preparation & accountability. Challenge members to meet MPPs at functions. Give them "sound bites" to use. Tell people what not to do. Avoid different messages (coordinate). Interview MPPs. Talk to OSPE CEO – does excellent work on consultation & white papers.
- More communication/ reporting on what is happening. Need to have clear "ask" when attending fund raisers (not much value). Review budget (\$) distribution by # of seats. Engineers just want good government and want government to listen to people who know. (eg. Green Energy – government ignored engineers).
- Focus on Prov., why not other levels (MPs, Municipal, quasi government agencies). Not comfortable with political involvement – PEO should not fund campaigns to get MPPs elected. J. Chau very busy, needs GLP focus.
- Potential for info on web site. Need more lead time, organized info on issues to cover. Be proactive on issues. Look at other organizations. Blog to share info with other professional organizations. Quarterly continuous feedback (survey). Key questions to survey regularly.
- Spend \$ on educating the public. Combine GLP with OSPE. New consultant (same old approach). Diversify audience (public, opposition as well as ruling party).
- World changing so need to monitor and adapt priorities. Feature engineering successes (newsletter). Empower all engineers to showcase what they do.
- Work with all levels of government & our partners (Eng. Canada). Stronger together GLC/ PAN (QPD). Joint meetings with MPPs – OSPE/PEO.

- Convenient communication (eg. video conference); volunteers have less time. Same (Council endorsed) messages from all Chapters to MPPs. Grass roots support has best probability for success (more weight from local constituents one on one).
- GLC needs to develop 1 message, get Council's blessing, transmit to Chapters & get all Chapters to use same message.
- Consistent, easily accessible, strong messaging with long term impact (eg. tag line). At Chapters still looking for messages. Use stats to assess impact of Bills.
- Strategize on important issues. Mobilize all Chapters on important issues (rallies, demonstrations). Contact constituency offices. Support PEO members to get elected. See GLP as a shared responsibility.
- Keep at it. Look for opportunities. Keep MPPs engaged. Need consistent message overtime.
- Engage Chapters more – help them be consistent in messaging, but don't micro-manage. Brown very effective, worth \$. Economic Political Action Committee (V Fedeli) good model.

Findings:

Budget for GLP – review amount (may be too low) and distribution by “seat”. Adjust for changes in provincial rules for fund raising activity. Budget funds for educating the public.

GLC Communication with Council – important to have updates for Council; more time on Council agenda.

Consistent Messages to MPPs – Need clear consistent message over time, avoid different messages. Should consider developing a “tagline” and “sound bites” for Chapters to use. GLC needs to develop 1 message, get Council's blessing, transmit to Chapters & get all Chapters to use the same message when communicating with MPPs. Engage Chapters more to help them be consistent in messaging.

Use convenient means of communication – video conferencing, information on the web site, blogs – since volunteers have little time.

Management of Issues – Strategize on important issues. Mobilize all Chapters on important issues. Be proactive on issues and provide more lead time and organized information on issues.

Broaden Scope – Include other levels of government (MPs, municipal, quasi-government agencies) and the public. Work with all levels of government and our partners (Engineers Canada, OSPE/ PAN). Support PEO members to get elected.

GLC:

- Get outside people on Committee (affiliated but not active in other committees); new ideas. GLC quite effective, sees value. H. Brown very good resource.
- “Government Liaison” term misleading. Could be interpreted as excluding opposition parties. May leave wrong first impression. GLP evolving (continuous improvement). Need more traction in Council.

- Have work plan, follow plan; discuss at every GLC meeting. Chapters invite MPPs to events, attend MPPs events. Understand issues important to MPPs. Be friends with MPPs.
- Recruit allies. More formal mechanism for feedback from Chapters (photo ops not enough). More unified voice (with OSPE) when speaking with government.
- All members of GLC need to attend (no quorum can't vote).
- Need to focus on core (3-5) issues & PEO position. How to communicate these. Provide updates on key issues. Consider Balanced Scorecard approach; measure where MPPs are on scale.
- Should match a PEO person from their riding to each MPP and choose by interview. GLC more advisory than decision making. Good diversity.
- Higher visibility on Council for GLP. Integrate the Registrar in GLP. Celebrate engineering successes. Get engineers elected (none in caucus now). Have publications sent to MPPs – Engineering Dimensions (100k circulation). Go to MPP fund raisers.

Findings:

GLC Structure & Operation – Get outside people on Committee to generate new ideas. Have a work plan and follow it. All members of GLC need to attend (need quorum). Focus on core issues (3-5) and PEO position, provide updates on key issues. Should clarify advisory vs. decision making role. Consider balanced scorecard approach and measure where MPPs are on a scale. Have a formal mechanism for feedback from Chapters. Need more traction in Council.

GLP – “Government Liaison” terminology may be misleading and could be interpreted as excluding opposition parties. Should understand issues important to MPPs. Should match a PEO person to each MPP. Go to MPP fund raisers. Send publications to MPPs. Recruit allies and have a more unified voice, with OSPE, when speaking with government. Get engineers elected. Celebrate engineering successes.

Chapter GLP Chairs:

- More structured stats MPPs in region. Need sufficient notice for invitations.
- Attract more volunteers. Some Chapters slow – need to work on this. Get all Chapters on same page.
- Only once a year meeting; need more sessions (workshops). Not enough time to address Chapter/ regional/ issues (eg. how to handle first meetings with MPPs).
- Direction setting, focus, priorities, purpose. Building relationships to what end? (Depends on person & background).
- Add email from GLC on activities. GLC/ Manager follow up, motivate, remind. Engage from top. Help with take MPP to work. Clear role – advocacy vs regulatory.
- No, still new. Chapter low key (3 events keep us busy). Engineering Challenge Day very popular; 100 students.

- Make sure all info disseminated (eg. manual). Need more substance/ research (Ind. Exception). Address safety in other disciplines (not just civil). Don't know what GLC doing (research?) Use Google docs spreadsheets to seek views.
- Relationship building key. Seek to understand MPP needs.
- Education – eg. Engineering Month. Higher priority top down from HQ – no feedback/ push for 3 years when nothing done.
- Follow OSPE approach. Promote profession to media (# of voters). Be more vocal (advertise).
- Need direction, overall objective; preparation info. Coordination – regular meetings (4tly conference calls).
- More clarity on direction. Tips on best activities to get most value from engagement. Carefully target letters to all MPPs. Need to reinvent GLP & Newsletter (more impact, interviews, more depth, educate PEO on government).
- Need to depend on individual PEO members to be effective.
- Not yet. Attended PEO conferences, but program hard to apply to Chapter.
- Strong position papers (Engg overall not just PEO). Need unbiased, balanced position papers Clear OSPE/ PEO relationship and impact/ strategy. More Chapter interaction; share MPP meetings. MPPs want info.
- More opportunity for participation in MPP fund raisers. (Sending HQ or Chapter. Would like at least one from Chapter. \$ now a constraint.) Have 5 ridings, with 4 of 5 participating.
- More training, more connection, more help for those seeking office. Keep expectations clear & reasonable.
- If PEO planning to communicate with government or have an event, should invite GLP Chairs (5-10). All GLP Chairs should meet with Council before deciding on my report recommendations. Need follow up & action on report, figure out what to do in future including budget.
- Coordinate training earlier after election (May rather than April). Need process for hand over from out-going Chair including intro to MPP. Should be 2 or 3 year term.
- Time is issue for volunteers. Guidance, standards for Chapters (eg. substance of Questionnaire).
- Clear message to go to MPPs (4tly or annually). Packages to hand out (eg. to new MPPs) – one standard; one with current message/ issues. Showcase best events/ practices. Joint Chapter/ regional events when feasible.
- Reach out to municipalities (Mayors/ Reeves). Invite to Academy. More funding for activity at local level. PEO directory for public. Keep GLP & expand.

Questionnaire:

- GLP management tools, templates, guidelines, recommended practices. GLP academy training for more than one person on the chapter committee. With regard to the Industrial Exception issue, research to show statistics demonstrating how much an issue industrial accidents are without the oversight of a P.Eng. Without the stats, the case for the Industrial Exception is weak.
- We need training and a plan similar to what our OSPE Counterparts have. It may be useful to request attendance of PAN members to develop a template.

- To provide a quarterly update in a clear and consolidated fashion on what messages the PEO or HQ would like to present to politicians. Currently, it is bit and pieces, are embedded in GLP Weekly, Dimension Magazine, update from other EB members, etc. A resource place that showcases other GLP successful activities, such as, Grand River Chapter's and York Chapter's works. When feasible/beneficial or making sense, to encourage joint Chapter GLP activities, so that the activities can be enriched and be more diverse, not to mention strengthening connections.

Findings:

Direction & Support from GLC/ HQ – Need clear direction, overall objective, priorities top down from HQ. Need clear, reasonable expectations. Get all Chapters on same page. Guidance, management tools, templates, recommended practices, standards for Chapters. Clear message to go to MPPs (updated regularly). Carefully target letters to all MPPs. Provide packages to hand out (e.g. to new MPPs) – one standard; one with current message/ issues. Need to reinvent Newsletter – more impact, interviews, more depth, educate PEO on government. Provide more structured stats for MPPs in region; need more substance, research. GLC/ Manager should follow up, motivate, remind; provide help with take MPP to work events. Make sure all information is disseminated (e.g. manual). Use “googledocs” spreadsheets to seek views. Should have a PEO directory for the public.

Training/ conferences – Need more sessions (work shops) to allow more time to address Chapter/ regional issues. Tips on best activities for MPP engagement. More training, more connection, more help for those seeking office. Coordinate training earlier after Chapter elections. Training for more than one person on Chapter committee. Learn from OSPE approach and involve PAN members.

Activities/ events – More opportunity for participation in MPP fund raisers; at least one from Chapter to attend. More funding for activity at the local level. Joint Chapter / regional events where feasible. If PEO planning to communicate with the government or have an event, should invite GLP Chairs. Send email from GLC on upcoming activities. Need sufficient notice for invitations to meetings. Reach out to municipalities. A resource (web site?) that would showcase best events/ practices.

Chapter Organization/ Support – Need to attract more volunteers. Need to depend on individual PEO members to be effective. Need more Chapter interaction, share MPP meetings. Need a process for hand over from out-going Chair, including introduction to MPP. Should have 2 or 3 year term for Chair.

Co-operation with OSPE – Need clear OSPE/ PEO relationship with coordinated strategy and impact. Need strong, unbiased, balanced position papers. Should follow (support) OSPE approach, promote the profession to the media, be more vocal, advertise.

General – Relationship building is key; seek to understand MPPs' needs. All GLP Chairs should meet with Council before deciding on GLP Audit report recommendations. Need follow up and action on this report; need to figure out what to do in the future including budget.

MPPs:

- Values the opportunity to appear at education forums. Good balance in participation (with McDonnell, MacLaren). Appreciates take MPP to work event & annual meeting with GLP chair.
- Engineers' role not well understood. Engineering component to all legislation. Should apply engineering lens to all legislation (would strengthen). Would like to hear more on Climate Change, GHG & related targets (facts). OSPE package -55 pages too long. On Industrial exception, PEO should look at why it is not happening; what are barriers.
- Ring of Fire input/ position as a profession. Paper on infrastructure from proper engineering perspective. Recruiting – doing good job attracting females, but need more mining engineers in north. Tours of northern mines (eg. Tembec \$310M investment). Enjoy business & social functions.
- Identify trade-offs & other considerations in legislation. (Balanced briefing notes from engineering perspective.) Help MPPs know what is important.
- Generally positive. Should promote role in building things, public safety. Offer public tours, participate in events like 'Toronto Doors Open'.
- Come with positive solutions, not just problems; offer help.
- Priority to increase pipeline of young engineers. Advise us on how to encourage young people to pursue engineering careers. Helps to have H Brown advocating for engineers.
- Work with Dept. of Education, kids at risk, start early. Mentoring diverse communities, support for females; have a proactive position on "gender parity". Lead by example.
- Don't contact MPPs just for problems, have an on-going contact/ relationship.
- Help to build connection with local Chapter. Get to know engineers in riding.

Findings:

Almost all of the MPPs interviewed offered suggestions in response to this question, sometimes repeating or reinforcing earlier comments. Providing position papers, advice and solutions to help resolve important issues were often mentioned along with comments on the types of events they enjoy such as tours and take your MPP to work or participation in educational events.

OSPE:

Based on two interviews, several suggestions were made:

- Invite OSPE to more meetings. Share packages used for preparation of volunteers. Learn more about each other – develop knowledge & understanding. GLP participants should be aware of OSPE.
- Better communication/ information sharing most important. Arrange for OSPE staff to attend GLP meetings or training and to meet with GLP staff and Chairs.
- Use volunteer feedback form for meetings to cover follow up (eg. with another dept.) and to comment on process. Before meetings volunteers are trained/ briefed on phone including expected results.

- Still need to clarify PEO/ OSPE roles, although better knowledge by MPPs now. Always request meeting summaries (asks, outcomes) which could be compiled on a members only web site.
- Involve OSPE more in GLP activities/ meetings. Have more joint activities/ meetings. Strengthen communication. Need clearer understanding by PEO Chapters of OSPE role and advocacy issues.
- Would like to see GLP and PEO Chapters becoming OSPE members and would like to see this emphasized by Chapter Chairs.

Findings:

OSPE contacts wanted better communication, information sharing, joint participation in activities and mutual understanding with PEO. OSPE approach for meetings with MPPs (preparation and documentation/ reporting) may be useful for PEO. There may be an opportunity for joint PEO/ OSPE memberships.

Appendix VI

Reference Documents:

PEO Council Minutes/ Motions

PEO Executive Committee Minutes/ Motions

GLC Terms of Reference

GLC Work Plan

GLP Budgets/ Actual Expenditures (2013 – 2015)

2015 GLP Chapter Manual

GLP Weekly Newsletters

GLP Information Notes

RFP for GLP Audit May 13, 2016

GLP Section of Annual Report (2013 – 2015)

Extract from 2015 Questions and Answers on PEO Operations

GLP Report 2005-2016 by Brown and Cohen

PEO Policy Documents

Job Description – Manager GLP

October 18, 2016 Executive Committee Peer Review Comments

At its meeting on February 5, 2016, Council passed a motion to undertake a review of the Government Liaison Program (GLP). The review was undertaken to determine whether the GLP is operating as designed and whether it is achieving the expected results. Don Dickson, D & B Dickson Management Solutions Inc., was engaged to conduct the review following an RFP issued May 13, 2016.

Don Dickson, D & B Dickson Management Solutions Inc., thanked J. Chau for providing documentation, H. Brown for assisting with the interviews and S. Clark for his assistance regarding the audit criteria. He then provided highlights of his Governance Liaison Program Audit dated September 27, 2016 which included background/context, audit approach, recommendations, implementation and conclusion. The recommendations dealt with achievement of results, GLC expected results, reporting/information flow, training, GLP weekly newsletter, events/meetings, chapter GLP activities and management, chapter GLP support and MPP views. This was followed by questions and answers.

Past President Chong advised that he did not see any specific comments from staff, the GLP consultant or OSPE in the audit report and asked if there were any comments that could be shared regarding suggestions for improvement. There was also no mention of the Joint PEO Government Liaison Program (GLP) and OSPE Political Action Network (PAN). He stated that the audit findings indicate a disconnect and disparity in perception and inadequate communication amongst the various groups. He went on to say that one of the audit recommendations is the development of a strategy to target certain Ministers and MPPs who are considered high priority for understanding PEO roles. He noted there are many MPPs but only a few Ministers deal with PEO legislation which are the ones that should be targeted.

Past President Chong referred to page 6 of the GLP Chapter manual wherein it stated that the Executive Committee provide oversight for the Government Liaison program be integrating it into the Executive Committee's policy development responsibilities. He noted that the GLC Terms of Reference refer to communication to Council but that he has never seen a GLC presentation to Council.

Councillor Spink referred to the Reporting/Information Flow slide which states that Council should consider establishing a regular agenda item for GLC and reporting and asked if this would also include the Executive Committee. D. Dickson replied that he did not distinguish between the two.

Councillor Spink referred to the comments on training noting that as important as it is to have clear, consistent message to be communicated or reinforce through training it is also important to train GLP participants on what they should not be doing. D. Dickson noted that this did come up in one of the interviews that he conducted. M. Spink further noted that training should include the roles of both PEO and OSPE.

Briefings for both organizations should be the same. D. Dickson agreed that it is important to have joint meetings. This has to be carefully managed and spelled out in more detail.

Councillor Spink noted that Consulting Engineers of Ontario (CEO) has its own Queen's Park event so it is important to find ways to align PEO's message with theirs. The same should apply to other engineering organizations.

President Comrie asked if D. Dickson encountered conflict or confusion during the interviews regarding PEO, OSPE, CEO, etc. D. Dickson replied that some MPP's were not clear on the roles of the different organizations. It was more the semantics of the names. One MPP suggested a name change.

Vice President Brown noted that he attended GLC training with H. Brown and was also a member of the OSPE Political Action Network (PAN). Once he was on Council he sat on the Joint Relations Committee with OSPE. He had suggested PAN meetings be held in conjunction with GLP meetings to reduce some of the confusion. Vice President Brown was advised that there is a coordinated effort on the part of both OSPE and PEO that, whenever possible, PAN and GLP representatives attend meetings jointly.

Vice President Brown asked D. Dickson to provide further information regarding comments about other professional organizations such as doctors, nurses, teachers, etc. D. Dickson replied that one or two MPP's suggested PEO take a look at these organizations. They did not provide specifics but pointed out these groups are higher on the radar and PEO may learn something by consulting them.

President Comrie referred to the 33 recommendations and asked D. Dickson which ones he would consider to be the highest priority in achieving the objectives of the program. D. Dickson stated consistent alignment on results so all have a clear understanding of what PEO is trying to achieve, building on that and targeting the MPP's and Ministers that are the most important to the organization.

Councillor Sadr referred to the June 2011 GLC Terms of Reference noting that this document should be Updated to include the recommendations from the Governance Liaison Program Review.

Government Liaison Committee Peer Review Comments

Government Liaison Program Audit – Draft #5, report prepared by D & B Dickson Management Solutions Inc., September 27, 2016

TO: Gerard McDonald, PEO Registrar

FROM: Darla Campbell, P.Eng., Chair, Government Liaison Committee (GLC)

DATE: November 1, 2016

Background

The Government Liaison Committee (GLC) met on October 18, 2016 to review the report prepared by D & B Dickson Management Solutions Inc. on the Government Liaison Program Audit (Draft #5). The GLC received initial comments from the subcommittee established to review the report. The GLC provides the following comments and feedback as part of the GLC peer review of the report.

The two main objectives of the report were to determine:

1. Whether the program is operating as designed; and
2. Whether it is achieving the expected results.

General Comments

The report overall provides good research and background information about the effectiveness of the Government Relations Program (GLP).

- a. The list of recommendations is very ambitious for volunteers to take on alone, without more significant staff support.
- b. The audit is lacking key performance indicators and/or quantitative data that could be measured year over year.
- c. Most of the findings are based on qualitative research of the 70 interviews with current participants in the program.
- d. Many of the chapter GLP chairs were new in their role (April 2016) at the time of the interviews in the summer 2016, which provided excellent feedback on how to “on-board” or provide orientation for new GLP chairs but also served to cover up the effectiveness of training since they hadn’t received the training yet.
- e. Indirectly the research reports on the effectiveness of the current staffing levels, without identifying the assistant coordinator position has been vacant since the beginning of the year, and the current program manager is also concurrently managing three busy portfolios, of which GLP is only one.

Three overarching challenges are:

1. Need to reach agreement with Council on the expectations of the program and the GLC.
2. In developing the implementation plan (recommendation 31 and 32), need to also identify the resources and cost required to implement the plan. The resources will determine what can be achieved.
3. With responsibility assigned to the GLC, we need the authority to carry them out.

Comments on Recommendations

In reviewing the recommendations, we provide review comments using the following key words:

- AGREE: The GLC agrees in principle with the recommendation.
- DISAGREE: The GLC disagrees with the recommendation and provides rationale for this position.
- FLAG: The GLC identifies a possible risk associated with the way the recommendation is worded. Where possible, the GLC provides a suggestion for how to address this risk.
- DOING: Where actions are already being undertaken by the GLC, this is noted in the review comments.
- MISSING: The GLC identifies possible gaps in the data gathering, analysis or recommendations.
- MIXED: Within the category of recommendations there are some recommendations that we AGREE and others where we DISAGREE.

1. Achieving GLP Objectives

- a. AGREE in principle with Recommendations 1 to 5 on achieving GLP objectives.
- b. FLAG: As written, Recommendation 3 (on monitoring all proposed legislation), is a very large task that requires significant resources. Consider narrowing the scope to include liaising with PEO staff who monitor this on a regular basis and working with OSPE to help identify issues impacting regulatory nature of PEO. GLC can provide oversight on this activity and would rely on paid resources to provide the research and monitoring of all proposed legislation.

2. Reporting

- a. AGREE in principle with Recommendations 6 and 7 on reporting.

- b. AGREE: We agree that an improved reporting approach to Council is important and that the regular reports be submitted “for information only”. We suggest that the reporting be standardized.
- c. DOING: In the Work Plan for 2017, GLC will be looking at incorporating a master reporting system to track interactions with MPPs and will be launching the “Scorecard for Measuring GLP Engagement in the Chapters”. The scorecard will help set expectations for the chapter activities and be a tool to gather metrics for tracking progress and metrics for reporting to Council.
- d. MISSING: GLC has been informing Council and GLP Chairs in the Chapters with the “GLP Info Note”. These notes are distributed electronically and posted on the GLP resource website.
- e. MISSING: Is there a need to update the GLC’s Terms of Reference and/or the scope of the program? Could overall guidance/direction for the program be done through a policy approved by Council? And from time to time review and update the policy as necessary (and recommended by the GLC)?

3. Training

- a. AGREE in principle with Recommendations 8 to 13 on training.
- b. FLAG: Recommendation 13 (more best practices from chapters) is too broad in the way it is written. In the absence of clear expectations of the program, we risk promoting the wrong projects as best practices.
- c. DOING: In the “Scorecard for Measuring GLP Engagement in the Chapters”, the expectations for the chapters will be clearly established. Then we can identify best practices from the chapters that meet these expectations.
- d. DOING: In the Work Plan for 2017, GLC will be rolling out on-line training for GLP reps in the chapter. This initiative was put on hold in 2016, pending the consultant’s report.

4. GLP Weekly Newsletter

- a. MIXED: There is a mixed review on the Recommendations 14 to 21 on the GLP Weekly Newsletter.
- b. AGREE: We agree that the GLC needs an overall communication strategy, which includes a better definition of the role of the GLP Weekly newsletters among other communication tools.
- c. FLAG: It appears that the consultant relied on the GLP Weekly Newsletter for all communication of the program, which is not the case. There is no mention of the GLP Info Notes that the GLC generates to share information with PEO Council and GLP chairs.

- d. FLAG: Recommendation 14 (on confirming the audience) lists the participants who already make up the audience for the GLP Weekly Newsletter, delivered by e-mail, which is on a subscription basis to comply with anti-spam legislation. From the wording it is not clear whether the consultant was aware of the distribution method of the GLP Weekly Newsletter.
- e. DISAGREE: Recommendation 15 about colour coding priority of events on the calendar of events does not make sense based on the diverse audience reading the GLP Weekly and the relevance of each event would be different, depending on the reader.
- f. FLAG: Recommendation 16 requires Council endorsement, and the GLC feels that Council endorsement could slow the process. A better approach would be to develop and approve a policy for all GLP communication, not just the GLP Weekly newsletter.
- g. DISAGREE: Recommendation 17 suggests reporting in the GLP Weekly on results of the meetings. This creates an area of risk, as the results could be very subjective and in some cases, confidential. The newsletter should focus on objective reporting. The internal reporting from GLP reps (on the MPP Meeting Summary Report) is the place to comment on the results of the meeting, but not for publication.
- h. FLAG: Recommendation 18 should move to another section, perhaps under Activities/Events as it relates to follow up on meetings.
- i. FLAG: Recommendation 21 on a cost comparison of delivery methods seems to miss the point that the GLP Weekly newsletter is distributed by e-mail on a subscription basis, where the cost to distribute is nominal.

5. *Activities/Events*

- a. AGREE in principle with Recommendations 22 and 23 on activities/events.
- b. DOING: On Recommendation 22 (re: MPP meetings), the coordination between PEO and OSPE at the MPP meetings was an important item on the agenda of the Joint PEO/OSPE Government Relations Conference held on Oct 26th on the theme “Engineers Working Together for a Stronger Future”.
- c. AGREE: Recommendation 23 (each chapter complete at least one activity with each MPP each year) is a reasonable goal which requires further definition and resources.

6. *Chapter GLP Support and Communication*

- a. AGREE in principle with Recommendations 24 through 27 on chapter GLP support and communication.
- b. MISSING: Recommendation 24: Although it mentions recruiting for GLP volunteers, the report didn’t address succession planning fully.

- c. FLAG: Recommendation 26: The value of the quarterly GLP Chair Engagement Calls is in participating in the conversation of the meeting. If taping of the meeting is implemented (as stated in the recommendation), it could dissuade participants from sharing their concerns in the call, which would be counterproductive.
- d. DOING: We are already improving the follow-up after the GLP Chair Engagement Calls with a summary of the key points sent to all GLP Chairs, as well as distribution of any relevant documents.
- e. DISAGREE: Recommendation 27: We disagree with this recommendation. There are more effective ways to communicate with chapter GLP chairs, such as through GLP Info Notes, not reading the minutes of the GLC (which are available on the website if someone is interested).

7. MPP Suggestions

- a. AGREE in principle with Recommendations 28 through 30 on MPP suggestions.
- b. FLAG: Recommendation 30: List the names of the professional organizations suggested so the recommendation reads well on its own.
- c. DOING: GLC has invited other professional organizations to speak at the Joint Conference on Oct 26th to share their experiences/best practices. GLC has reviewed a report coming out of the UK on their best practices. GLC receives regular reports from professional organizations including OSPE, Engineers Canada, CEO and ESSCO.

8. Implementation

- a. AGREE in principle with Recommendations 31 and 32 on implementation.
- b. FLAG: Recommendations 31/32: The implementation plan should include the resources necessary to deliver the plan (as noted earlier).

General Comments

It is unreasonable to expect that each MPP understand the difference between OSPE and PEO and setting this as a target is not necessarily helping us to achieve the overall objectives of the program. It is more reasonable for the engineers to understand the area of focus for each organization and to be consistent with the messaging to the MPPs. This was the objective of the Joint PEO/OSPE Government Relations conference: “Engineers working together for a stronger future”. Through the leadership and oversight of the GLC, the program will continue to improve its effectiveness in helping PEO and OSPE achieve their goals.

**Terms of Reference
Government Liaison Committee (GLC)**

Issue Date:
Review by: Council

Review Date:
Responsible Authority: Council

Mandate	To provide oversight and guidance for the PEO Government Liaison Program (GLP).
Key Duties and Responsibilities	<p>For matters related to its mandate, the committee shall:</p> <ol style="list-style-type: none"> 1. Monitor and evaluate regulatory issues requiring liaison with the government and advise Council on strategic initiatives to effect such liaison. 2. Coordinate the activities of the Government Liaison Program. 3. Coordinate with other government relations initiatives within the engineering profession. 4. Consider any other matter related to the Government Liaison Program delegated to the committee by the Council. 5. Consult as required with Council, chapters, members, staff, with respect to opportunities to advance support of PEO from government. 6. Establish, receive and review reports from PEO committees as it considers appropriate. 7. Enhance Government Outreach. 8. Develop, monitor and review its work plan annually
Constituency & Qualifications of Committee/Task Force Members	<p>The committee will be composed of the following members.</p> <ul style="list-style-type: none"> • Member of the Regional Councillors Committee (recommended by Regional Councillors Committee) • Lieutenant Governor Appointee member of Council • Two Chapter GLP Chairs (recommended by the Chapter Manager) • A member of the Advisory Committee on Volunteers (recommended by the Advisory Committee on Volunteers) • P.Eng. active in a Riding Association (recommended by GLP Consultant) • P.Eng. member of the Ontario Society of Professional Engineers' (OSPE) Political Action Network (recommended by OSPE) • P.Eng. member of Engineers Canada's Bridging Engineers and Government Program (recommended by Engineers Canada) • Director of the Ontario Centre of Engineering and Public Policy • P.Eng. member of the Consulting Engineers of Ontario (recommend by

	<p>CEO)</p> <ul style="list-style-type: none"> • Student representative • EIT representative <p>The President and the President-elect are ex-officio members, as required by section 30(3) of By-Law No.1. In addition the CEO/Registrar and the GLP consultant shall be ex-officio members.</p>
Qualifications and election of the Chair and Vice Chair	<p>The Chair and Vice-chair shall be members of the committee.</p> <p>The Chair and Vice-chair shall be appointed for a two-year term by the committee.</p>
Council Liaison	<p>One of the members of Council on the committee shall be appointed as Council Liaison by the committee and shall regularly report to Council with respect to its activities and decisions.</p>
Term Limits for Committee members	<p>The length of term will be two years for each member. Members may be reappointed for a second term. When a member's term expires or a member resigns, Council will be asked to appoint a replacement(s).</p>
Quorum	<p>Per Weinberg's Rules (a majority of members).</p>
Meeting Frequency & Time Commitment	<p>The committee will meet at least four times a year. Meetings may be held by teleconference. Meetings are expected to last approximately two hours.</p>
Operational year time frame	<p>January - December</p>
Staff Advisor	<p>Manager Student Programs</p>

2017 OPERATING BUDGET

Purpose: To review and approve the draft 2017 operating budget.

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

That Council approve the draft 2017 operating budget as recommended by the Finance Committee and as presented to the meeting at C-509-2.2, Appendix A.

Prepared by: Chetan Mehta – Director, Finance

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

1. Need for PEO Action

The Finance Committee completed its review of the draft 2017 operating and capital budgets (“2017 budgets”) on October 25, 2016. This is a balanced budget which meets the reserve requirements required by Council policy. The next step in Council’s business planning cycle is for Council to approve the draft 2017 operating budget.

The key highlights of the draft 2017 operating budget are summarized below and compared to the 2016 forecast. A copy of the draft 2017 operating budget is attached in Appendix A.

Total revenues in 2017 are budgeted at \$26m and total expenses are budgeted at \$25.5m resulting in an excess of revenues over expenses of \$507k. 2017 Budget Assumptions approved by Finance Committee and received by Council in June 2016 called for a balanced budget.

Revenue

2017 revenue is expected to be \$26m, an increase of \$1.2m (+4.9%) over the 2016 forecast revenue.

The increase is largely due to:

- An increase in 40 Sheppard revenues of \$482k (+23.4%) due to the leasing in 2017 of vacant space on fourth and eighth floors.
- An increase in application, registration, examination and other fees of \$422k (+6.5%) due to an increase in examinations written, and CofA applications and registrations;
- An increase in P. Eng revenue dues of \$264k (+1.7%) due to natural growth in P.Eng membership based on the historical trend.

P.Eng licence fees for 2017 will remain frozen for the ninth consecutive year, representing a continuing real reduction in the tax on our members. All other fees remain frozen for the seventh consecutive year, again reductions in real terms. The 2017 budget assumes that all other fees remain unchanged.

Expenses

2017 budgeted expenses are planned to be \$25.5m which represents an increase of \$961k (+3.9%) over forecast 2016 expenses. This increase is largely due to:

- An increase in employee salaries and benefits and retiree and future benefits of \$453k (+3.8 %); this contains a projected 3% increase in staff salaries (1% merit, 2% CPI), as recommended by an external consultant hired to provide an independent salary increase assessment. The remaining 0.8% increase is due to two new positions expected to be filled in 2017, these are: an IT manager and an assistant manager for registrations in the Licensing department. These new positions will allow better succession planning and to help deal with the workload in these departments.
- An increase of \$120k for Chapters due to a one-time increase in allotments requested by the RCC, also higher travel budget for attendance at meetings (particularly the AGM location in 2017);
- An increase of \$113.6k for Volunteer Business Expenses due to higher costs for travel to Thunder Bay for the AGM and related events. In addition, there is an increase in costs for meals, mileage, accommodation and travel expenses for attending committees, conferences and meetings.
- An increase of \$93.9k in Amortization due largely to the completion of Phase 1 of Aptify in early 2016;
- An increase of \$83.6k in Purchased Services largely due to higher costs for event meals and related expenses for AGM and OOH at Thunder Bay; costs for attending the regulatory professions conference; higher costs for marking and setting exams; higher costs for producing and printing Dimensions and costs for a survey for policy development.

The above were partially offset by:

- Reduction of \$60.5k in Consultants due to the conclusion of the membership database project (Aptify);
- Reduction of \$54.7k in Contract staff since no contractors are expected to be hired in 2017 for IT and one contract position in Licensing is to be converted to a full-time position in 2017.
- Reduction of \$16.9k in Legal costs due to a decrease in requirements for independent legal counsel for complaint reviews; lower expenses for hearing related activities and the elimination of costs for investigations related to the repeal of the industrial exception task force.

2. Proposed Action / Recommendation

That Council approves the draft 2017 operating budget.

3. Next Steps (if motion approved)

On receiving Council approval, the 2017 operating budget will be used for supporting PEO operations in 2017.

4. Peer Review & Process Followed

Process Followed	In accordance with the Council approved PEO business planning cycle, the draft operating budget (Appendix A) is provided to Council for approval.
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	<p>Council approved the following motions in the June 24, 2016 meeting: That:</p> <ul style="list-style-type: none"> a) The 2017 Budget Assumptions, as presented in C-507-2.1, Appendix A and as recommended by the Finance Committee, be approved; and b) The Registrar be directed to initiate the budgeting process, per PEO's Budgeting Cycle, and provide the 2017 operating budget and capital budgets at the September 2016 Council meeting based on the received assumptions <p>As per Council direction, the senior management team and staff began work on the 2017 budgets and 2016 forecasts in July. A draft copy of the 2017 budgets were completed in late August and distributed to the Finance committee prior to its meeting on September 7, 2016.</p> <p>During this meeting, the Finance Committee met with the members of the senior management team to review the first draft of the 2017 budgets. The Finance Committee agreed that the draft version of the 2017 budgets be presented to Council for information (and feedback) at the September Council meeting.</p> <p>The 2017 budgets were revised by staff in accordance with the directive provided by Council at the September 23rd meeting.</p> <p>The Finance Committee met on October 25th, 2016 to review and recommended the revised draft 2017 budgets be presented to Council for approval.</p>
Council Identified Review	Council reviewed the draft 2017 budgets on September 23 th , 2016 and provided direction to the Finance Committee for changes to the budgets.
Actual Motion Review	The Finance Committee met on October 25 th , 2016 to review the revised draft 2017 operating and capital budgets. FIC recommended that these be presented to Council for approval.

5. Appendices

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

Professional Engineers Ontario - DRAFT 2017 OPERATING BUDGET

C-509-2.2
Appendix - A

Variance Analysis - 2017 Budget Vs 2016 Forecast

Oct 25, 2016

REF. NO	DESCRIPTION	2017 Bud Vs 2016 Fcst				2017 Bud Vs 2016 Bud			2015 Act
		2017 Budget	2016 Forecast	Var \$	Var %	2016 Budget	Var \$	Var %	
REVENUE		A	B	(A-B)	(A-B)/B	C	(A-C)	(A-C)/C	D
1	P. Eng Revenue	\$ 15,823,705	\$ 15,559,654	\$ 264,051	1.7%	\$ 15,494,884	\$ 328,821	2.1%	\$ 15,134,271
2	Appln, regn, exam and other fees	6,928,708	6,506,273	422,435	6.5%	6,933,243	(4,535)	(0.1)%	6,064,234
3	Building operations	2,542,260	2,060,432	481,828	23.4%	2,403,544	138,716	5.8%	2,127,016
4	Advertising income	420,000	415,000	5,000	1.2%	375,000	45,000	12.0%	292,679
5	Investment income	275,000	225,000	50,000	22.2%	315,000	(40,000)	(12.7)%	97,219
TOTAL REVENUE		25,989,673	24,766,359	1,223,314	4.9%	25,521,671	468,002	1.8%	23,715,419
EXPENSES									
6	Salaries and benefits / Retiree and future benefits	12,231,188	11,778,173	453,015	3.8%	11,876,370	354,818	3.0%	10,708,685
7	Building operations	2,506,869	2,496,420	10,449	0.4%	2,500,585	6,284	0.3%	2,444,678
8	Purchased services	1,646,762	1,563,182	83,580	5.3%	1,576,340	70,422	4.5%	1,352,825
9	Amortization	1,364,462	1,270,575	93,887	7.4%	1,401,753	(37,291)	(2.7)%	924,528
10	Chapters	997,450	877,450	120,000	13.7%	902,095	95,355	10.6%	793,066
11	Engineers Canada	966,243	945,160	21,083	2.2%	928,426	37,817	4.1%	938,579
12	Volunteer expenses	953,375	839,736	113,639	13.5%	929,290	24,085	2.6%	786,767
13	Occupancy costs	908,266	834,545	73,721	8.8%	860,341	47,925	5.6%	765,874
14	Computers and telephone	764,770	727,722	37,048	5.1%	731,315	33,455	4.6%	715,813
15	Postage and courier	629,775	638,549	(8,774)	(1.4)%	639,465	(9,690)	(1.5)%	475,676
16	Legal (Corporate, Prosecution & Tribunal)	580,495	597,428	(16,933)	(2.8)%	606,120	(25,625)	(4.2)%	567,744
17	Transaction fees	548,635	523,587	25,048	4.8%	520,000	28,635	5.5%	508,253
18	Consultants	350,300	410,800	(60,500)	(14.7)%	278,300	72,000	25.9%	362,605
19	Professional development	242,300	242,300	-	0.0%	250,000	(7,700)	(3.1)%	155,251
20	Recognition, grants and awards	187,850	180,017	7,833	4.4%	187,560	290	0.2%	162,239
21	Staff expenses	156,820	124,299	32,521	26.2%	153,695	3,125	2.0%	104,307
22	Printing	118,600	100,600	18,000	17.9%	119,592	(992)	(0.8)%	128,446
23	Insurance	115,987	110,858	5,129	4.6%	103,212	12,775	12.4%	105,784
24	Office supplies	104,330	100,771	3,559	3.5%	104,975	(645)	(0.6)%	131,955
25	Advertising	99,600	96,100	3,500	3.6%	104,000	(4,400)	(4.2)%	83,942
26	Contract staff	8,500	63,211	(54,711)	(86.6)%	431,318	(422,818)	(98.0)%	496,237
TOTAL EXPENSES		25,482,577	24,521,483	961,094	3.9%	25,204,752	277,825	1.1%	22,713,254
EXCESS OF REVENUE OVER EXPENSES BEFORE UNDERNOTED		507,096	244,876	262,220	107.1%	316,919	190,177	60.0%	1,002,165
	Council Discretionary Reserve Expenses	-	17,500	(17,500)	-	-	-	-	70,989
EXCESS OF REVENUE OVER EXPENSES		507,096	227,376	279,720	123.0%	316,919	190,177	60.0%	931,176

Professional Engineers Ontario

2017 DRAFT - Operating Budget

C-509-2.2
Appendix - A

Variance Analysis - 2017 Budget Vs 2016 Forecast

Ref. No.	Variance Explanation
1	Natural growth in P.Eng membership based on historical trend. There have been no membership fee increases for the last nine years and none has been budgeted for 2017.
2	Increase largely due to an increase in exams written along with an increase in the number of expected P.Eng applications, registrations and CofA applicants in 2017.
3	Increase in rent revenues and recoverable cost revenues due to leasing of vacant units on the 2nd, 4th and 8th floors.
4	Slight growth expected in advertising revenues over 2016 with return to paper edition of Eng. Dimensions.
5	Income expected from investments based on average holdings during the year.
6	Increase largely due to CPI and merit increases in 2017 of 3% supported by compensation survey conducted by external consultant plus increase in staffing levels.
7	40 Sheppard expenses holding steady with increase in higher recoverable expenses offset by reduction in non-recoverable expenses, including mortgage interest.
8	Increase largely due to higher costs for event meals and related expenses for AGM, OOH at Thunder Bay and costs for attending regulatory prof conference. In addition, higher costs for marking and setting exams due to an increase in fees, higher costs for producing and printing Dimensions and survey for policy development.
9	Increase in amortization of IT software including new membership database management system (Aptify) that went live on Apr 1, 2016.
10	Increase in Chapter allotments per RCC directive and higher travel budget for meetings.
11	This amount represents the allocation to Engineers Canada. The rate per member remains the same and the increase is due to the budgeted increase in members.
12	Higher costs for travel to Thunder Bay for AGM and related events. In addition, volunteer expenses for meals, mileage, accommodation and travel expenses for attending various committees, conferences and meetings.
13	Occupancy costs expected to increase due to increase in the 40 Sheppard building's recoverable common area costs.
14	Increase due to higher software support contracts for new IT services.
15	Postage and courier costs are largely in line with prior year. A slight decrease is expected as members are being currently encouraged to received PEO correspondence via email or online through the portal.
16	Decrease due to lower requirement for independent legal counsel for discipline motions and complaints reviews, plus lower expenses for hearing related activities for discipline appeals and investigations for the repeal of the industrial exception TF.
17	Increase largely due to higher credit card commissions and transaction fees as an increasing number of members and applicants pay dues online.
18	Lower spend for IT consultants with conclusion of membership database project (i.e. Aptify). Also includes \$100k to investigate the development of a public information campaign, which was approved by Council in September 2016.
19	Professional development to remain consistent with 2016 forecast.
20	Increase in spending for travel including airfare to Thunder Bay and accommodation for Order of Honour presentation.
21	Increase due to expenses related to staff travel including airfare to PEO AGM in Thunder Bay.
22	Slight increase in printing and photocopying costs.
23	Increase due to increase higher insurance premiums.
24	Slight increase in costs for consumables such as paper towels, etc.
25	Slight increase expected in advertising costs.
26	Significant decrease in contractors and temporary staff since with the go-live of Aptify phase 1, no additional contractors are expected to be hired.

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

C-509-2.2
Appendix - A

Oct 25, 2016

	2015	2016	2017	2018	2019	2020	2021
	ACTUAL	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
REVENUE							
P.Eng Revenue	\$15,134,271	\$15,559,654	\$15,823,705	\$16,045,237	\$16,269,870	\$16,497,648	\$16,728,615
Application, registration, examination and other fees	6,064,234	6,506,273	6,928,708	7,025,710	7,124,070	7,223,807	7,324,940
Building operations	2,127,016	2,060,432	2,542,260	2,966,502	2,878,802	2,843,967	2,867,801
Advertising income	292,679	415,000	420,000	423,150	426,324	429,521	432,742
Investment Income	97,219	225,000	275,000	278,850	282,754	286,712	290,726
	\$23,715,419	\$24,766,359	\$25,989,673	\$26,739,449	\$26,981,820	\$27,281,656	\$27,644,825
EXPENSES							
Salaries and benefits/Retiree and future benefits	10,708,685	11,778,173	12,231,188	12,475,812	12,725,328	12,979,835	13,239,431
Building operations	2,444,678	2,496,420	2,506,869	2,527,083	2,533,798	2,541,925	2,552,662
Purchased services	1,352,825	1,563,182	1,646,762	1,679,697	1,713,291	1,747,557	1,782,508
Amortization	924,528	1,270,575	1,364,462	1,453,739	1,412,785	1,262,128	1,052,013
Chapters	793,066	877,450	997,450	1,017,399	1,037,747	1,058,502	1,079,672
Engineers Canada	938,579	945,160	966,243	985,568	1,005,279	1,025,385	1,045,892
Volunteer expenses	786,767	839,736	953,375	972,443	991,891	1,011,729	1,031,964
Occupancy costs	765,874	834,545	908,266	926,431	944,960	963,859	983,136
Computers and telephone	715,813	727,722	764,770	780,065	795,667	811,580	827,812
Postage and courier	475,676	638,549	629,775	642,371	655,218	668,322	681,689
Legal (Corporate, Prosecution & Tribunal)	567,744	597,428	580,495	592,105	603,947	616,026	628,346
Transaction fees	508,253	523,587	548,635	559,608	570,800	582,216	593,860
Consultants	362,605	410,800	350,300	255,306	260,412	265,620	270,933
Professional development	155,251	242,300	242,300	247,146	252,089	257,131	262,273
Recognition, grants and awards	162,239	180,017	187,850	191,607	195,439	199,348	203,335
Staff expenses	104,307	124,299	156,820	159,956	163,156	166,419	169,747
Printing	128,446	100,600	118,600	120,972	123,391	125,859	128,376
Insurance	105,784	110,858	115,987	118,307	120,673	123,086	125,548
Office supplies	131,955	100,771	104,330	106,417	108,545	110,716	112,930
Advertising	83,942	96,100	99,600	101,592	103,624	105,696	107,810
Contract staff	496,237	63,211	8,500	8,670	8,843	9,020	9,201
	22,713,254	24,521,483	25,482,577	25,922,292	26,326,884	26,631,959	26,889,140
EXCESS OF REVENUE OVER EXPENDITURE							
before undernoted	\$1,002,165	\$244,876	\$507,096	\$817,156	\$654,936	\$649,697	\$755,686
Council Discretionary Reserve	70,989	17,500	0	0	0	0	0
EXCESS OF REVENUE OVER EXPENDITURE	\$931,176	\$227,376	\$507,096	\$817,156	\$654,936	\$649,697	\$755,686

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

C-509-2.2
Appendix - A

Oct 25, 2016

	2015 ACTUAL	2016 FORECAST	2017 BUDGET	2018 PROJECTION	2019 PROJECTION	2020 PROJECTION	2021 PROJECTION
ASSETS							
CURRENT							
Cash	1,851,432	1,617,688	1,145,713	3,252,828	5,133,974	6,632,442	8,360,001
Marketable securities at fair value	6,403,767	6,403,767	6,403,767	6,403,767	6,403,767	6,403,767	6,403,767
Cash & marketable securities	8,255,199	8,021,455	7,549,480	9,656,595	11,537,741	13,036,209	14,763,768
Accounts receivable	527,314	527,314	527,314	527,314	527,314	527,314	527,314
Prepaid expenses, deposits & other assets	616,057	544,387	459,477	366,076	263,334	150,318	26,001
	9,398,570	9,093,156	8,536,271	10,549,985	12,328,389	13,713,841	15,317,083
Capital assets	37,711,302	37,316,092	37,428,073	35,251,516	33,122,048	31,351,293	29,439,736
	47,109,872	46,409,248	45,964,344	45,801,500	45,450,436	45,065,133	44,756,819
LIABILITIES							
CURRENT							
Accounts payable and accrued liabilities	2,174,710	2,174,710	2,174,710	2,174,710	2,174,710	2,174,710	2,174,710
Fees in advance and deposits	9,067,119	9,067,119	9,067,119	9,067,119	9,067,119	9,067,119	9,067,119
Current portion of long term debt	928,000	952,000	980,000	1,006,000	1,035,000	1,064,000	1,093,000
	12,169,829	12,193,829	12,221,829	12,247,829	12,276,829	12,305,829	12,334,829
LONG TERM							
Long term debt	7,539,000	6,587,000	5,607,000	4,601,000	3,566,000	2,502,000	1,409,000
Employee future benefits	13,074,900	13,074,900	13,074,900	13,074,900	13,074,900	13,074,900	13,074,900
	20,613,900	19,661,900	18,681,900	17,675,900	16,640,900	15,576,900	14,483,900
Net Assets	14,326,143	14,553,519	15,060,615	15,877,771	16,532,707	17,182,404	17,938,090
	47,109,872	46,409,248	45,964,344	45,801,500	45,450,436	45,065,133	44,756,819

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

C-509-2.2
Appendix - A

Oct 25, 2016

	2016	2017	2018	2019	2020	2021
<u>Operating</u>	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
Excess of revenue over expenses - operations	227,376	507,096	817,156	654,936	649,697	755,686
Add (deduct) items not affecting cash						
Amortization	2,208,935	2,334,723	2,482,251	2,439,975	2,281,262	2,147,519
Amortization - other assets (leasing)	71,670	84,910	93,401	102,742	113,016	124,317
Total Operating	2,507,981	2,926,729	3,392,808	3,197,653	3,043,975	3,027,522
<u>Financing</u>						
Repayment of mortgage	(928,000)	(952,000)	(980,000)	(1,006,000)	(1,035,000)	(1,064,000)
Total Financing	(928,000)	(952,000)	(980,000)	(1,006,000)	(1,035,000)	(1,064,000)
<u>Investing</u>						
Additions to Building (Recoverable)	(1,004,966)	(817,714)	(155,694)	(160,507)	(360,507)	(85,962)
Additions to PEO office space	-	(561,990)	-	-	-	-
Additions related to APTIFY	(326,759)	-	-	-	-	-
Additions to other Capital Assets (F&F, IT, Phone, AV)	(482,000)	(1,067,000)	(150,000)	(150,000)	(150,000)	(150,000)
	(1,813,725)	(2,446,704)	(305,694)	(310,507)	(510,507)	(235,962)
Total Investing	(1,813,725)	(2,446,704)	(305,694)	(310,507)	(510,507)	(235,962)
Net Cash Increase/(Decrease) during the year	(233,744)	(471,975)	2,107,114	1,881,146	1,498,468	1,727,560
Cash, beginning of year	1,851,432	1,617,688	1,145,713	3,252,828	5,133,974	6,632,442
Cash, end of year	1,617,688	1,145,713	3,252,828	5,133,974	6,632,442	8,360,001
Cash/Investments, end of year	8,021,455	7,549,480	9,656,595	11,537,741	13,036,209	14,763,768
Comprised of:						
Cash	1,617,688	1,145,713	3,252,828	5,133,974	6,632,442	8,360,001
Investments	6,403,767	6,403,767	6,403,767	6,403,767	6,403,767	6,403,767
	8,021,455	7,549,480	9,656,595	11,537,741	13,036,209	14,763,768

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

C-509-2.2
Appendix - A

Oct 25, 2016

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

Professional Engineers Ontario
2017 Budget - Consolidated
Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast
DRAFT - Oct 25, 2016

C-509-2.2
Appendix - B

Overview:

Total program expenses in 2017 are expected to increase by \$508k or 4% over the 2016 forecast. The increase is largely due to the decision to hold the 2017 Annual General Meeting, Order of Honour Awards Gala and Volunteer Leadership Conference in Thunder Bay and also due an additional night's stay in Thunder Bay. In addition, per RCC directive here is an increase in Chapter allotments and scholarships together with a higher travel budget for regional councillors. There is also an increase of \$100k to investigate the development of a public information campaign, which was approved by Council in Sept 2016. Amortization expenses are higher due to the go-live of the new LHMS Aptify on April 1, 2016. The budget also includes costs for a survey of clients and employers of engineers in 2017 for the Practitioner Centred Research project.

Department	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation of significant variances
				2017 Budget Vs 2016 Fcst		
				\$	%	
Corporate Services	\$ 4,862,002	\$ 4,555,047	\$ 4,737,194	\$ 306,955	6.7%	Higher costs for AGM, Order of Honour and VLC due to decision to hold event(s) in Thunder Bay and for staying an additional night, increase in Chapter allotments and higher travel budget for RCC, and higher facility maintenance costs.
Corporate Services - Building	2,506,869	2,496,420	2,500,585	10,449	0.4%	Increase due to increase in recoverable expenses.
Information and Technology Services	1,464,727	1,428,674	1,736,655	36,053	2.5%	Higher amortization costs due to full effect of Aptify phase 1 go-live taking effect, software support costs for Aptify LHMS, new online expense solution, and other productivity improvement IT tools, higher costs due to centralization of mobile and photocopying budgets in IT.
Executive Office	1,166,918	1,159,635	1,121,171	7,283	0.6%	Increase largely due to Engineers Canada allocation.
Licensing	911,650	915,210	977,845	(3,560)	-0.4%	A minor decrease in the budget due to reallocation of postage costs.
Communications	930,525	817,433	809,855	113,092	13.8%	A minor increase due to higher commissions for advertising, increase in costs for additional printing for updated "newcomers" brochures and unfulfilled advertising for newcomer campaign/Strategic Plan that will be implemented in 2017 and higher postage costs for mailing Engineering Dimensions.
Finance	600,058	581,382	599,857	18,676	3.2%	Increase largely to higher credit card transaction costs.
Tribunals & Regulatory Affairs	437,925	405,338	524,820	32,587	8.0%	Increase largely due to Practitioner Centred Research project which includes a phase for surveying clients and employers of engineers in 2017.
Regulatory Compliance	370,715	384,172	320,400	(13,457)	-3.5%	Decrease largely due to no enforcement related public survey in 2017 (conducted bi-annually) and no repeal research report in 2017.
Total - Program expenses	\$ 13,251,389	\$ 12,743,311	\$ 13,328,382	\$ 508,078	4.0%	

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

**C-509-2.2
Appendix - B**

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

DRAFT - Oct 25, 2016

Overview:

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

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

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

**C-509-2.2
Appendix - B**

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

DRAFT - Oct 25, 2016

Overview:

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

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



Professional Engineers Ontario

2017 Budget - Building

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

DRAFT - Oct 25, 2016

C-509-2.2
Appendix - B

Overview:

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

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

Professional Engineers Ontario

2017 Budget - ITS

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

C-509-2.2
Appendix - B

DRAFT - Oct 25, 2016

Overview:

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

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

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

C-509-2.2
Appendix - B

DRAFT - Oct 25, 2016

Overview:

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

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

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

C-509-2.2
Appendix - B

DRAFT - Oct 25, 2016

Overview:

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

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

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

DRAFT - Oct 25, 2016

Overview:

The 2017 Communications dept. budget has increased by 14% over the 2016 forecast. This is largely due to the increase in the Branding budget which consists of \$100k to investigate the development of a public information campaign, which was approved by Council in Sept 2016. An additional \$4k relates to an anticipated increase in commissions for 2017 AGM weekend sponsorships, as well as printing costs for AGM-related materials. Increase to the Communications budget of \$4k reflects printing costs for revised newcomers brochure and related initiatives stemming from the Strategic Plan that weren't implemented in 2016. The variance in the budget for Dimensions is attributed to a modest increase in postage costs since the 2016 forecast is quite conservative.

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation for variances
					2017 Bud Vs 2016 Fcst		
					\$	%	
100	Align Activities	-	-	780	-	-	
415	Branding-General	141,725	37,690	32,525	104,035	276.0%	\$100k per Council approval to investigate the development of a public information campaign. Additional \$2K for anticipated increase in commissions for AGM weekend sponsorship. Additional \$2K for printing costs related to AGM weekend.
425	Comm.-General	108,000	104,020	102,500	3,980	3.8%	Additional printing for updated "newcomers" brochures and unfulfilled advertising for newcomer campaign/Strategic Plan that will be implemented in 2017.
430	Dimensions	679,450	674,873	673,450	4,577	0.7%	Conservative postage forecast for 2016. A slight increase in 2017 is anticipated.
435	Extra Dimensions-General	1,350	850	600	500	58.8%	
Communications Total		\$930,525	\$817,433	\$809,855	\$113,092	13.8%	

Professional Engineers Ontario
2017 Budget - Finance
Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast
DRAFT - Oct 25, 2016

C-509-2.2
Appendix - B

Overview:

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

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

Professional Engineers Ontario
2017 Budget - Tribunals & Regulatory Affairs
Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast
DRAFT - Oct 25, 2016

C-509-2.2
Appendix - B

Overview:

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

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

Professional Engineers Ontario
2017 Budget - Tribunals & Regulatory Affairs
Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast
DRAFT - Oct 25, 2016

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Appendix - B

Overview:

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

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

Professional Engineers Ontario
2017 Budget - Regulatory Compliance
Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast
DRAFT - Oct 25, 2016

C-509-2.2
Appendix - B

Overview:

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

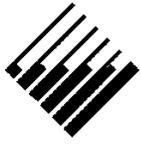
Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation for variances
					2017 Bud Vs 2016 Fcst		
					\$	%	
100	Align Activities	5,160	5,865	6,735	(705)	-12.0%	
310	Registration Investigation	5,780	1,887	16,175	3,893	206.3%	Allowance for one file to be handled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

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

C-509-2.2 Appendix - B

DRAFT - Oct 25, 2016

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



**Professional Engineers
Ontario**

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

May 27, 2016

2017 Operating and Capital Budget Assumptions

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

A. General Assumptions

- The 2017 operating budget is expected to be a balanced budget.
- In line with previous years, Council-directed projects will be funded from the discretionary fund in net assets.

B. Capital Assumptions

PEO's capital expenditures in 2017 are expected mainly to be for:

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

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

IT – Projects other

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

Building improvements – recoverable

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

Facilities

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

C. Revenue Assumptions

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

1. Membership levels, fees and dues

- All fees, including P.Eng. fees, EIT fees, application fees, registration fees, limited licence fees and provisional licence fees, are expected to remain unchanged for the eighth consecutive year and continue to be the lowest in Canada.
- The Financial Credit program will continue, i.e. qualified applicants will be given a waiver of the P.Eng. application fee and first-year EIT fees. This will have an impact on the EIT annual fee and P.Eng. application fee revenues.
- Net growth rate for full-fee P.Eng. members of 1 per cent to 1.5 per cent.
- Net growth rate for retirees and partial fee members of 3.5 per cent to 4 per cent.
- Miscellaneous revenue from enforcement-related activities, regulatory recoveries, and

2017 Operating and Capital Budget Assumptions

administrative fees will be factored in the 2017 budget.

2. Investment income

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

3. Advertising income

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

4. Rental income from 40 Sheppard

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

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

The eighth floor, which was fully renovated by July 2015, is also vacant. We are in negotiations with a tenant to lease approximately 5,000 sf for a term of 10 years, starting in November 2016, with three, five-year extensions at market rate. We anticipate the remainder of the eighth floor will be leased in the first quarter of 2017. Inducements would include three months' free rent and a \$25 psf allowance for leasehold improvements. We will have updated information in a few months and will revise assumptions accordingly and advise.

Recovery income should remain in line with total recoverable expenses and slippage should occur only to the extent of any vacancies.

D. Expense Assumptions

1. Salaries

Salaries in 2017 are budgeted to increase by 3 per cent as recommended by an external consultant. The increase comprises:

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

2. Benefits

Benefits include health, vision and dental benefits. For the budget, a premium increase of

2017 Operating and Capital Budget Assumptions

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

3. PEO pension plan

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

4. Statutory deductions

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

5. Other assumptions

- The non-labour/programs spending increase is assumed to be at the forecast inflation of 2 per cent and all programs will be subject to evaluation.
- Chapter spending may vary outside of the range of the forecasted inflation rate, depending on a review of chapter business plans for 2017, chapter bank balances and regional business demands.
- The Engineers Canada assessment rate is expected to remain unchanged.

6. 40 Sheppard

These expenses include operating expenses (recoverable and non-recoverable) and financing expenses. Total recoverable tenant expenses are expected to increase by less than 3 per cent. Other non-recoverable expenses, comprising mostly broker and legal fees, will increase in 2017 as leases are renewed. The financing costs are at a fixed rate of 4.95 per cent.

2017 CAPITAL BUDGET

Purpose: To review and approve the draft 2017 capital budget.

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

That Council approve the draft 2017 capital budget as recommended by the Finance Committee as presented to the meeting at C-509-2.3, Appendix A.

Prepared by: Chetan Mehta – Director, Finance

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

1. Need for PEO Action

The Finance Committee completed its review of the draft 2017 operating and capital budgets (“2017 budgets”) on October 25, 2016, a balanced budget which meets the reserve requirements required by Council policy. As the next step in Council’s business planning cycle, Council is asked to approve the draft 2017 capital budget.

The key highlights of the draft 2017 capital budget are summarized below. A copy of the draft 2017 capital budget is attached Appendix A.

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

The total capital budget for 2017 is \$2.47m and is comprised of the following parts:

- i. Capital improvements to 40 Sheppard: \$1.38m
- ii. Information Technology: \$1.05m; and
- iii. Facilities: \$20k

i. Capital improvements to 40 Sheppard

An amount of \$561.99k has been budgeted for leasehold improvements (so-called “inducements”). These are incentives by way of renovations at PEO cost, provided to potential tenants for signing leases for the vacant space on the 2nd, 4th and 8th floors.

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

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

ii. Information Technology Services (ITS)

Significant IT projects planned for 2017 include:

- \$500k to build an online licensing system;
- \$150k to upgrade the PEO website;
- \$130k to upgrade the internal facing intranet;
- \$104k for Aptify enhancements; and
- \$82k for various hardware upgrades

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

iii. Facilities

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

2. Proposed Action / Recommendation

That Council approve the draft 2017 capital budget.

3. Next Steps (if motion approved)

On receiving Council approval, the 2017 capital budget will be used for supporting PEO operations in 2017.

4. Peer Review & Process Followed

Process Followed	<p>In accordance with the Council approved PEO business planning cycle, the draft capital budget (Appendix A) is provided to Council for approval.</p> <p>Council passed the following motions in the June 24, 2016 meeting: That:</p> <ul style="list-style-type: none"> a) The 2017 Budget Assumptions, as presented in C-507-2.1, Appendix A and as recommended by the Finance Committee be approved; and b) The Registrar be directed to initiate the budgeting process per PEO’s Budgeting Cycle, and provide the 2017 operating budget and capital budgets at the September 2016 Council meeting based on the received assumptions <p>As per Council direction, the senior management team and staff began work on the 2017 budgets and 2016 forecasts in July. A draft copy of the 2017 budgets was completed in late August and distributed to the Finance committee prior to its meeting on September 7, 2016.</p> <p>During this meeting, the Finance Committee met with the members of the senior management team to review the first draft of the 2017 budgets. The Finance Committee agreed that the draft version of the 2017 budgets be presented to Council for information (and feedback) at the September Council meeting.</p> <p>The draft 2017 budgets were revised by staff in accordance with the directive provided by Council at the September 23rd meeting.</p> <p>The Finance Committee met on October 25, 2016 to review and approve the revised draft 2017 budgets and recommended that these be presented to Council for</p>
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	approval.
Council Identified Review	Council reviewed the draft 2017 capital budget on September 23 rd , 2016. No changes were proposed.
Actual Motion Review	The Finance Committee met on October 25, 2016 to review the capital budget. FIC recommended that it be presented to Council for approval.

5. Appendices

- Appendix A – 2017 Draft Capital Budget

2017 Capital Budget - DRAFT

C-509-2.3
Appendix - A

Oct 25, 2016

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

2017 Capital Budget - DRAFT

C-509-2.3
Appendix - A

Oct 25, 2016

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

BORROWING RESOLUTION POLICY

Purpose: To renew PEO’s existing operating line of credit with Scotiabank until January 31, 2018.

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

That Council:

- a) approve the borrowing of money upon the credit of the association by way of:
 - i) an operating overdraft up to an amount not to exceed CAD\$250,000; and
 - ii) use of corporate credit cards with an aggregate limit not to exceed CAD\$120,000.
- b) in compliance with PEO’s Internal Control Banking Policy, hereby confirms that this Borrowing Resolution is to expire on January 31, 2018.

Prepared by: Chetan Mehta, Director - Finance

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

1. Need for PEO Action

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

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

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

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

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

These credit facilities expire on January 31, 2017, so this agenda item is being considered now. In order to renew the existing credit arrangement with the bank for another year, Council is asked to approve the borrowing resolution.

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

2. Proposed Action / Recommendation

The Finance Committee recommends that Council:

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

b) In compliance with PEO's Internal Control Banking Policy, confirm that this Borrowing Resolution is renewed to expire on January 31, 2018.

3. Next Steps (if motion approved)

If approved by Council, the President and the Registrar will sign the attached (Appendix A) Borrowing Resolution so that Scotiabank can renew the current credit facilities to January 31, 2018.

4. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none">The borrowing resolution was developed by staff in 2005, after considering PEO's working capital requirements.
Council Identified Review	N/A
Actual Motion Review	<ul style="list-style-type: none">The borrowing resolution was approved by the Finance Committee in a meeting held on October 25, 2016.

5. Appendices

- Appendix A – Borrowing Resolution

ASSOCIATION OF PROFESSIONAL ENGINEERS OF ONTARIO (PEO)

BORROWING RESOLUTION

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

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

Resolution

That Council:

- a) approve the borrowing of money upon the credit of the Association by way of:
 - i) establishing an operating overdraft up to an amount not to exceed CAD \$250,000;
and
 - ii) obtaining corporate Visa credit cards with an aggregate limit not to exceed CAD\$120,000.

- b) confirm that this Borrowing Resolution expires on January 31, 2018.

* * * * *

Certified this 18th day of November, 2016 to be a true, and a complete copy of section 47 of By-Law No. 1 of the Association and of a resolution passed by Council.

Signed by _____
George Comrie, P.Eng., President

Signed by _____
Gerard McDonald, P. Eng, Registrar

INVESTMENT POLICIES

Purpose: To approve the revised investment policies for the assets in the operating reserve fund and PEO employee pension plan.

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

1. That Council:

- a. Approve the revised investment policy for the operating reserve fund assets (Investment Policy) which incorporates the changes proposed by Scotia Institutional Asset Management (SIAM) as presented to the meeting at C-509-2.5, Appendix A.
- b. Approve the revised investment policy for the pension plan assets (Pension Plan Statement of Investment Policies and Procedures (SIP&P)) which incorporates the changes proposed by Mackenzie Investments as presented to the meeting at C-509-2.5, Appendix B.
- c. Task the Registrar to ensure that an Investment Subcommittee is formed every year to review Council's Investment Policy.

Prepared by: Fern Goncalves, Chair – Investment Subcommittee

Moved by: David Brown, P.Eng., Vice President (Appointed)

1. Need for PEO Action

PEO maintains investment portfolios to manage its operating reserve fund and its registered employee pension plan. The minimum cash balance requirement for the operating reserve mandated by Council is \$4.5 million whereas the registered pension plan is required to be in compliance with the Pension Benefits Act and other relevant legislation. These investment portfolios are separate funds that are managed in accordance with their individual mandates.

The investment policies for both of these funds had not been reviewed or updated since 2009. An investment sub-committee was set up in 2015 to assess the performance of these funds and to investigate whether changes to the respective investment policies were needed.

In early February of 2016, the investment sub-committee met with Scotia Institutional Asset Management, the investment manager for the operating reserve fund and Mackenzie Investments, the investment manager for the pension plan assets. Both of these investment managers suggested that the asset mix in the investment policies be modified to assist PEO in achieving the risk return objectives in each policy.

After extensive discussions and deliberations, the investment sub-committee agreed to recommend the changes proposed by the investment managers to the finance committee. These changes were incorporated in the investment policy for the operating reserve fund and the pension plan assets. Subsequently, a red-lined version was presented to the finance committee for approval.

The finance committee met on October 25 and unanimously approved both of the revised investment policies. These were then presented to the audit committee which also unanimously approved both of the investment policies during its meeting on November 2.

2. Proposed Action / Recommendation

That Council approve the revised investment policies as presented in Appendices A and B.

3. Next Steps (if motion is approved)

Staff will instruct the investment managers to proceed with investing the assets of the operating reserve fund and pension plan assets per the mandate in their respective revised investment policies.

4. Peer Review & Process Followed

Process Followed	<p>The investment sub-committee met with Scotia Institutional Asset Management and Mackenzie Investments, the investment managers for the operating reserve fund and pension plan assets, respectively on Feb 4, 2016.</p> <p>During this meeting, both the investment managers made a presentation to the committee and suggested modifications to the asset-mix in the current investment policies. The committee was convinced that the changes proposed by the investment managers were necessary. Consequently, a decision was taken to incorporate these changes in the respective investment policies and have these presented to the finance committee for approval. The investment managers were requested to provide a red-lined version of the investment policy documents.</p> <p>The finance committee during its meeting on Oct 25, 2016 unanimously approved both the revised investment policies. These were then presented to the audit committee for its review and approval. The audit committee also unanimously approved both the revised investment policies during its meeting on Nov 2, 2016. After going through the above mentioned process, these investment policies are now being presented to Council for approval.</p>
Council Identified Review	None
Actual Motion Review	<p>The finance committee met on October 25th, 2016 and recommended that these revised investment policies (Appendix A and Appendix B) be presented to Council for approval.</p> <p>The Audit Committee met on November 2nd, 2016 and recommended that these revised investment policies (Appendix A and Appendix B) be presented to Council for approval.</p>

Appendices

- Appendix A – PEO – Investment Policy
- Appendix A(i) – Scotia Inst. Asset Mgmt Recommendations and Rationale
- Appendix B – PEO Employee Pension Plan – Statement of Investment Policies and Procedures (SIP&P)
- Appendix B(i) – Mackenzie Recommendations and Rationale

PEO Internal Control Policies
Investment Policy

Issue date: ~~Nov 18, 2016~~ ~~March 3, 2006~~
Approved by: Council

Review date: ~~March~~
~~2009~~ ~~October 2016~~ ~~Annually~~

Review responsibility: ~~Director–~~
~~Administrative Services & Treasurer~~ Investment
Sub-committee

Policy Statement	PEO shall preserve, grow, and maximize its return on its short-term and long-term investments by investing in high quality investment vehicles and capitalizing on market opportunities in accordance with Council's direction.			
Policy Objectives	To preserve and grow the value of the fund. The investment counsel is expected to outperform the benchmark by 0.50% annualized over a rolling four year period. In addition the fund has the following objectives: 1. Protection of principal 2. Liquidity 3. Income 2. Growth 3. Protection of principal 4. Liquidity			
Rationale	To have a defined risk profile that ensures funds are provided, as required to meet monthly operating expenses and from time to time extraordinary expenditures, which may arise without incurring a loss due to premature liquidation while maximizing the return.			
Scope	This policy applies to the PEO short-term and long-term investments.			
Investment Counsel	Council may appoint the investment counsel to manage PEO's investment either on a discretionary (active) or non-discretionary manner.			
Asset Mix and Benchmarks:	Asset Mix and Benchmarks:			
	Minimum (%)	ASSET MIX Target (%)	Acceptable Range Maximum (%)	Benchmarks
Cash & Equivalent	0	5	0% to 10%	SC 91 Day T-Bill Index <u>FTSE TMX Canada 60 Day Treasury Bill Index</u>
Bonds	<u>75</u> <u>60</u>	<u>85</u> <u>70</u>	<u>75</u> <u>80</u> to 100%	<u>SC Short Term Bond Index</u> <u>FTSE TMX Canada Short Term Bond Index</u>

PEO Internal Control Policies
Investment Policy

	<table border="0" style="width: 100%;"> <tr> <td style="width: 30%;">Canadian Equities</td> <td style="width: 10%; text-align: center;"><u>05</u></td> <td style="width: 10%; text-align: center;">10</td> <td style="width: 10%; text-align: center;">0% to 15%</td> <td style="width: 40%;">S&P/TSX Composite Index</td> </tr> <tr> <td><u>U.S Equities</u></td> <td style="text-align: center;"><u>5</u></td> <td style="text-align: center;"><u>10</u></td> <td style="text-align: center;"><u>15</u></td> <td><u>S&P 500 Index (CAD)</u></td> </tr> <tr> <td><u>International Equities</u></td> <td style="text-align: center;"><u>0</u></td> <td style="text-align: center;"><u>5</u></td> <td style="text-align: center;"><u>10</u></td> <td><u>MSCI EAFE Index (CAD)</u></td> </tr> </table> <p>As a result of market fluctuations, contributions or withdrawals, the asset mix may on occasion move outside these ranges. -In these instances, the asset mix will be adjusted back to established limits within 14 days.</p>	Canadian Equities	<u>05</u>	10	0% to 15%	S&P/TSX Composite Index	<u>U.S Equities</u>	<u>5</u>	<u>10</u>	<u>15</u>	<u>S&P 500 Index (CAD)</u>	<u>International Equities</u>	<u>0</u>	<u>5</u>	<u>10</u>	<u>MSCI EAFE Index (CAD)</u>
Canadian Equities	<u>05</u>	10	0% to 15%	S&P/TSX Composite Index												
<u>U.S Equities</u>	<u>5</u>	<u>10</u>	<u>15</u>	<u>S&P 500 Index (CAD)</u>												
<u>International Equities</u>	<u>0</u>	<u>5</u>	<u>10</u>	<u>MSCI EAFE Index (CAD)</u>												
<p>Investment Restrictions</p>	<p>1. <u>Cash and Equivalent (Short Term Securities):</u></p> <p>Authorized Investments:</p> <ul style="list-style-type: none"> A. Cash, demand and term deposits B. T-Bills C. Strip bonds / coupons D. Short term notes E. Bankers' acceptances F. Commercial paper G. Guaranteed investment certificates H. Bonds maturing less than one year I. Floating rate notes <p>Qualitative Limitations:</p> <ul style="list-style-type: none"> A. Securities must have a maximum term of 1 year, except floating rate notes which will use the next coupon re-set date as the maturity date. B. Securities must be rated R-1(low) or better by DBRS or equivalent C. Securities issued by the federal, provincial, municipal government have no qualitative limitations "subject to credit quality" (including securities guaranteed by the above mentioned entities). <p>2. <u>BondsFixed Income Securities:</u></p> <p>Authorized investments:</p> <ul style="list-style-type: none"> A. Bonds, strip bonds and coupons B. Subordinated bonds and debentures C. Mortgage and asset backed securities D. Foreign Issue Canadian Pay bonds E. Private Placements <p>Qualitative and Quantitative Limitations:</p> <ul style="list-style-type: none"> A. Minimum credit rating of BBB(low) at time of purchase by DBRS or equivalent 															

PEO Internal Control Policies
Investment Policy

	<p>B. Total exposure to BBB(low) rated bonds is limited to 10% of the fixed income portfolio</p> <p>C. No limitations exist for securities issued or guaranteed by the government of Canada, a province or municipality of Canada or any of their related guaranteed agencies (subject to credit quality).</p> <p>D. Securities issued by supra nationals have the same limitations as securities issued by the Government of Canada.</p> <p>E. Maximum term is 10.5 years</p> <p>F. Private Placements rated single A or better by S&P and/or DBRS</p> <p>G. Corporate issues up to a maximum of 60% of the fixed income portfolio</p> <p>H. Maximum exposure to any single corporate issuer is limited to 10% of the fixed income portfolio.</p> <p>3. <u>Canadian Equity Securities:</u></p> <p>Authorized investments:</p> <p>A. Common and Preferred Shares and Income Trusts listed on a recognized stock exchange in Canada, <u>U.S. and/or International markets.</u></p> <p>B. Rights, Subscription Receipts, Warrants and IPO's to be listed on a recognized stock exchange in Canada, <u>U.S. and/or International markets.</u></p> <p>Qualitative and Quantitative Limitations:</p> <p>A. Maximum exposure to illiquid securities is limited to 10% of the portfolio. A security will be deemed to be illiquid if its resale is prohibited by agreement or statute or if the security cannot be readily sold into the market at a reasonable competitive price during usual market conditions.</p> <p>B. <u>Specific minimum/maximum sector ranges for each sector; 50-200% of the index weight or +/- 4% of the portfolio weight. Preferred shares should have a minimum credit rating of Pfd-3 by DBRS, or equivalent.</u></p> <p>C. Pooled Funds or securities that can meet the above investment objectives can be used in managing the Fund's assets.</p>
<p>General Guidelines</p>	<p>1. All Securities are to be denominated in Canadian dollars</p> <p>2.1 Purchase of securities of the manager's organization, or any affiliated company, is prohibited without prior disclosure to the Committee.</p> <p>3.2 Pooled funds containing the above mentioned securities (sections 1, 2 and 32) may be used and may include any pooled or mutual fund products. These funds have a built in administration fee to pay for legal, audit and administrative costs of the fund.</p> <p>4.3 Performance is to be reviewed annually</p>

PEO Internal Control Policies
Investment Policy

Proxy Voting Rights for Investment	On the behalf of Council, the exercise of voting rights is delegated to the investment counsel for the proxy issues that may arise in equity portion of PEO's investment.
Interaction with Investment Counsel	PEO's treasurer-Director, Finance shall be responsible for required interactions with the investment counsel within the framework of this policy.
Policy Review	By the Review Date, this policy shall be reviewed by both the Investment sub-committee, Finance and Audit Committees to ensure that it remains consistent with the overall investment objectives. -This policy may be reviewed in advance of the Review Date if necessary by treasurer, Finance Committee, and Audit Committee, the above mentioned committees.
Monitoring and reporting process	Short-term and long-term investment, return on investment, and performance of investment counsel shall be monitored on an ongoing basis and formally reported to Council by Finance Committee at least at the time: <ul style="list-style-type: none"> (i) of business planning and budgeting cycle; and (ii) of issuing the year-end financial statements



**Professional Engineers
Ontario**

Professional Engineers Ontario

February 2016

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Introduction

- Professional Engineers Ontario asked us to review the current benchmark in view of diversifying the portfolio equity exposure and potentially improve risk-adjusted return.
- The current benchmark is comprised of 5% FTSE TMX Canada 91 Day T-Bill Index, 85% FTSE TMX Canada Short-Term Bond Index and 10% S&P/TSX Composite Index.
- Portfolio theory suggests that globally diversified portfolios dominate domestic-only ones on the efficient frontier.
- Beyond diversification, there are compelling reasons to consider international markets based on the fundamental outlook for opportunities among these stocks.

Things to Consider and Discuss by the Finance Committee

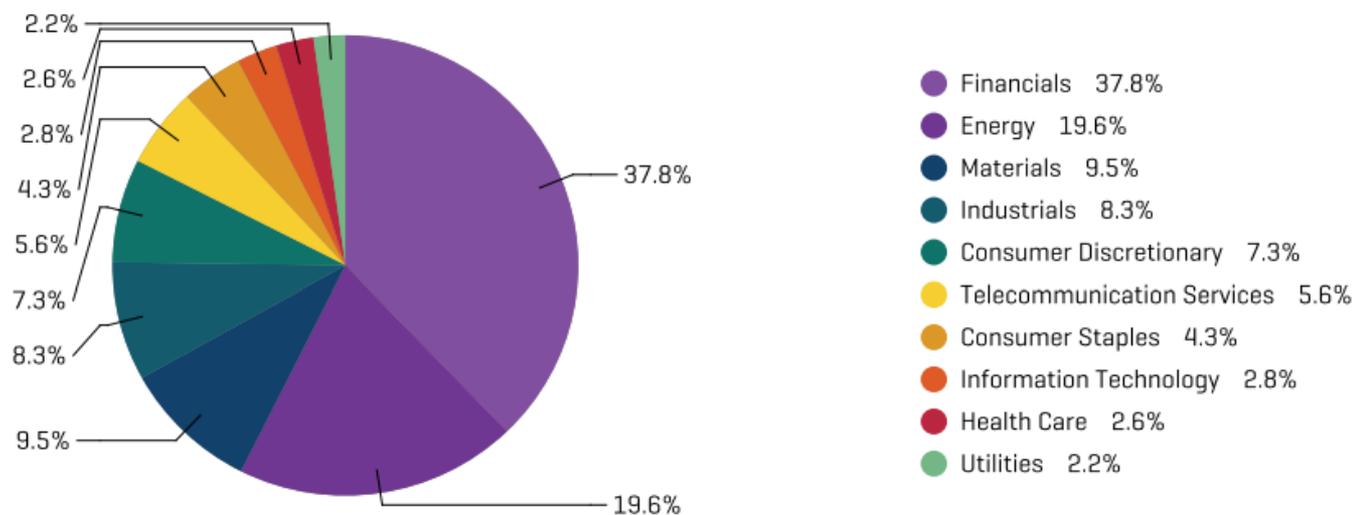
- Increasing allocation to equity should increase “risk-reward”.
- Introducing U.S. and international equities should introduce currency risk.
- Since volatility is expected to increase, the finance committee should discuss and review liquidity needs in the short-term. There was discussion of paying down a mortgage this year.
- The current investment policy is still appropriate to satisfy the objectives of 1) protection of principal, 2) liquidity, 3) Income and 4) growth, in that order of importance.
- How important is it to target more growth?

Risk Return Implications

- The absence of sufficient sector and stock diversification in the Canadian market has investment implications for Canadian investors with domestic equity allocations that are in line with the benchmark sector exposures.
- With the benchmark returns driven primarily by the returns of the top three sectors, Canadian investors are subject to the peak and trough in the commodity and energy price cycles.
- Portfolio theory suggests that globally diversified portfolios dominate domestic-only ones on the efficient frontier.
- In other words, for a given level of risk, globally diversified portfolios tend to earn higher returns than domestic-only ones. Similarly, for the same level of returns, globally diversified portfolios have historically produced lower risk.

Canadian Equity Market – Lack of Sector Diversification

- The mining, quarrying, and oil and gas extraction industries account for 27% of goods-producing industries, and they contribute 8% of Canada's GDP.
- Energy, materials and financial sectors constitute about 67% of the Canadian market.



- In comparison, energy, materials and financial sectors represent about 26% of the U.S. market as represented by S&P 500 Index and about 37% of the international market as represented by the MSCI EAFE Index.

Source: S&P Dow Jones Indices, October 31, 2015

Canadian Equity Market – Lack of Sector Diversification (continued)

- In addition to the lack of sector diversification, the S&P/TSX Composite Index is heavily dominated by a few stocks with large market capitalizations.

S&P/TSX Composite Index Top 10 Holdings: 37.1%
Royal Bank
TD Bank
Bank of Nova Scotia
CN Railways
Suncor Energy
Bank of Montreal
BCE Inc.
Enbridge
Manulife
CIBC
No. of Constituents: 242

S&P 500 Index Top 10 Holdings: 17.6%
Apple
Microsoft
Exxon Mobil
General Electric
Johnson & Johnson
Berkshire Hathaway
Wells Fargo
Amazon
JP Morgan Chase
Facebook
No. Constituents: 505

MSCI EAFE Index Top 10 Holdings: 12.1%
Nestle
Novartis
Roche
Toyota Motor
HSBC Holdings
Sanofi
British American Tobacco
Bayer
BP
GlaxoSmithKline
No. Constituents: 912

Source: S&P Dow Jones Indices, October 31, 2015

International Equity Allocation

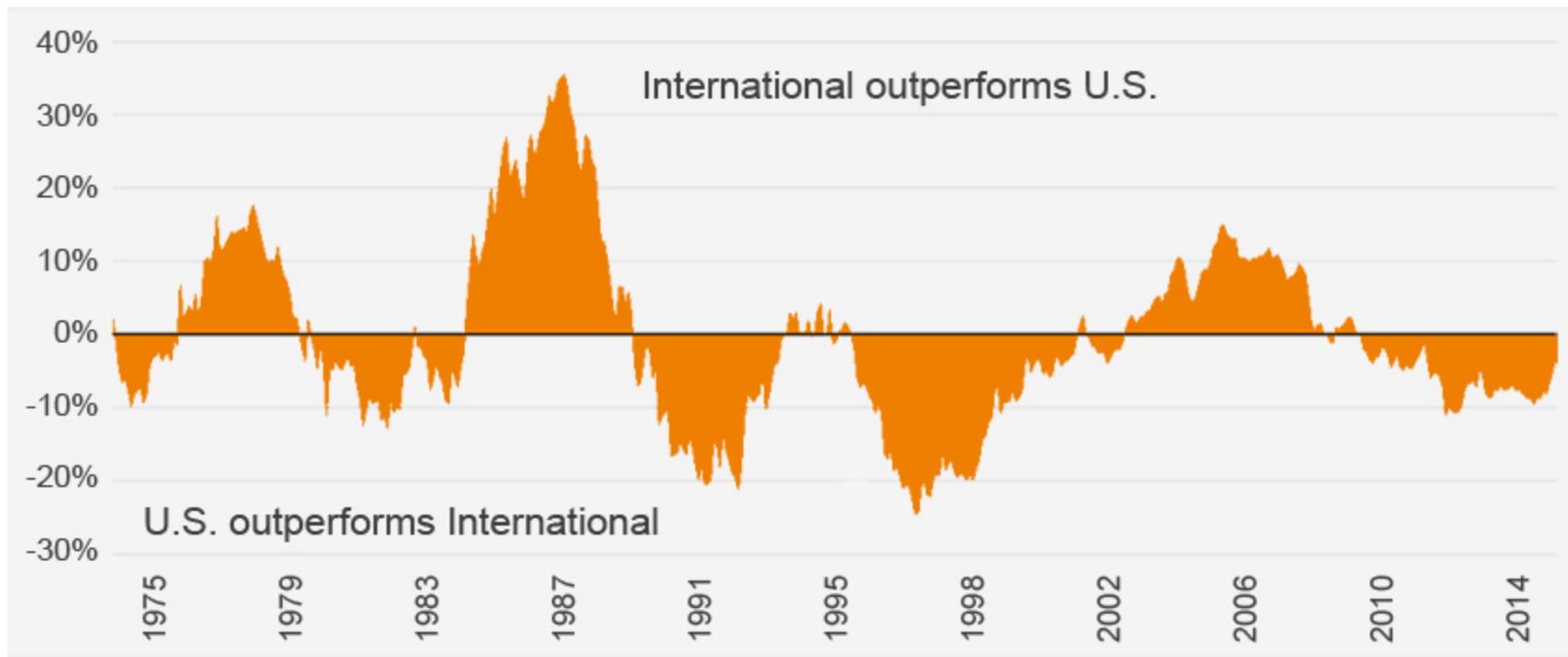
- International investments could improve risk-adjusted returns. Since 1950, a globally balanced portfolio that included developed-market stocks has generated similar return to the S&P 500, but with less risk.

International Diversification			
1950 – 2014	S&P 500 100%	International 100%	Globally Balanced 70% U.S./30% International
Annualized returns	11.3%	10.9%	11.4%
Standard deviation	14.4%	14.6%	13.1%
Sharpe ratio	0.47	0.43	0.52

Past performance is no guarantee of future results. It is not possible to invest directly in an index. All indices are unmanaged. Hypothetical “globally balanced portfolio” is rebalanced monthly in 70% S&P 500 Index, 25% MSCI EAFE Index and 5% MSCI EM Index. Source: Bloomberg, as of June 30, 2015.

International Equity Allocation (continued)

- The reason international investments have the potential to help improve risk-adjusted return is because, historically, international stock performance and U.S. stock performance have deviated from one another.



Source: Russell Investment Group, Fact Set, June 30, 2015

International Equity Allocation (continued)

- Beyond diversification, there are some strong fundamental reasons to consider international equity investment.
- **Opportunities:** Approximately 75% of the world's publicly traded companies are found outside the U.S. Although many U.S. global companies get some of their revenues from abroad, in an increasingly global economy, some industry-leading companies are located in the international markets.
- **Growth:** Most of the fastest growing economies in the world have been outside the U.S. In 2001, the U.S. accounted for 33% of global GDP, but by 2014 the U.S. represented just 22%. Other economies have grown more rapidly, helped in some cases by attractive demographics or less mature markets.

Source: Russell Investment Group, Fact Set, June 30, 2015

Conclusion

- Provided there is no large liquidity requirement in the short-term and the Finance Committee has the appetite for more risk, the following asset mix should provide additional growth and return in the long-term compared to the current asset allocation:
- 5% Cash, 70% Bonds , 10% Canadian Equities, 10% U.S. Equities and 5% International Equities.

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**Pension Plan for the Employees of the
Association of Professional Engineers of Ontario**

Statement of Investment Policies and Procedures (SIP&P)

Effective January 1, ~~2016~~2017

Approved by _____

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INTRODUCTION

This Statement of Investment Policies and Procedures (the “SIP&P”) has been set for the Pension Fund (the “Fund”) of the *Pension Plan for the Employees of the Association of Professional Engineers of Ontario* (the “Plan”).

Effective January 1, ~~2016~~2017, the SIP&P replaces the previous one that was adopted by the Administrator. This restatement has been prepared as a result of the introduction of new Ontario regulations pertaining to SIP&P contents.

The basic goal pursued by the Administrator in establishing the SIP&P is to ensure that the Fund be invested as per the “prudent person portfolio approach”, which essentially requires the application of the investment principles of a reasonable and prudent person to the whole Fund assets, while considering the purpose and circumstances of the Plan. It is also intended to comply with all applicable legislation, including the requirements of the relevant provincial securities legislation, the relevant provincial or federal pension legislation, and the Income Tax Act, Canada (the “Legislative Requirements”).

New investments made under the Fund as of January 1, ~~2016~~2017 shall comply with this SIP&P.

SECTION 1 - FINANCIAL OBLIGATIONS OF THE PLAN

1.01 Type of Plan

The Plan was originally established, effective May 1, 1947, to cover employees of the Association of Professional Engineers of Ontario. It was later amended to permit the employees of affiliated employers to participate. The Plan is a defined benefit final average pension plan, with the following main characteristics:

- The basic pension formula is, for each year of credited service, 2% of the average base salaries over the best 5 of the last 10 years of service.
- The normal retirement age is 65.
- Unreduced early retirement is permitted as of age 60 with at least 2 years of Plan membership. A member who has attained the age of 55 years and who has completed at least 2 years of Plan membership may retire early with a pension equal to the actuarial equivalent of the pension earned at the date of early retirement payable from age 60.
- Retirement benefits are indexed each January 1 by the percentage increase in the Consumer Price Index over the prior year, less 2%, up to a maximum percentage increase of 3%.
- The normal form of pension for a member who has no spouse at retirement is a life annuity payable monthly with a guarantee of at least 120 payments. For a member who has a spouse at retirement, the normal form of pension is a joint and survivor pension continuing at 66 2/3% to the surviving spouse after the member's death.
- The members contribute 5% of their base salaries.
- The plan is closed to new entrants.

The above summary is presented for information purposes only. In the case of any conflict between this summary and the Plan text, the latter shall prevail.

SECTION 1 - FINANCIAL OBLIGATIONS OF THE PLAN

1.02 Financial Status

The most recent actuarial valuation, as at January 1, 2014, revealed the following results on a going concern basis:

	Actuarial Liabilities (000's)	% of Actuarial Liabilities
Active members	\$11,899	58.2%
Deferred Pensioners	\$1,064	5.2%
Pensioners	<u>\$7,482</u>	36.6%
Total Liabilities	\$20,445	100 %
Market Value of Assets	<u>\$20,072</u>	
Surplus / (Deficit)	(\$373)	1.8%

Current Service Cost (000's)	Total
Employee contributions	\$177
Employer contributions	<u>\$482</u>
Total	\$659
Total as a % of payroll	18.6%

The deficit on a solvency basis, using a 5-year smoothing mechanism on the value of assets and market interest rates, represents about 8.8% of actuarial liabilities. Special payments are being made to the Plan in order to amortize deficits on both the going-concern and solvency bases, in accordance with Legislative Requirements. The Plan has a relatively good financial status and a medium maturity level.

The next actuarial valuation, due no later than as at January 1, 2017, will probably reveal a higher proportion of actuarial liabilities for pensioners. Despite this trend, liquidity of funds was not a major issue for purposes of establishing this SIP&P.

SECTION 2 - MANAGEMENT STRUCTURE

2.01 Responsibilities

a) Administrator

The Administrator is responsible for:

- the adoption of the SIP&P;
- the annual review and maintenance of the SIP&P;
- the submission of the SIP&P to the actuary of the Plan;
- the selection of the Investment Manager and the Custodian;
- the evaluation of the performance of the Investment Manager; and
- the monitoring of the Investment Manager and the Custodian.

The Administrator may, at its discretion, retain third party services to help fulfill the foregoing responsibilities.

b) Investment Manager

The Investment Manager will:

- invest the Fund as per the SIP&P;
- notify the Administrator of any significant changes in the Investment Manager's organization, philosophy, procedures or personnel;
- prepare a quarterly report on the Fund performance;
- meet at least annually with the Administrator to review the Fund performance; and
- file quarterly compliance reports (an example is provided as Appendix A).

c) Custodian

The Custodian will:

- maintain safe custody of the assets of the Fund;
- advise the Administrator of any excess foreign investments over the limit permitted by the Income Tax Act;
- make the transactions requested by the Administrator or the Investment Manager; and
- provide monthly financial statements on the Fund.

SECTION 2 - MANAGEMENT STRUCTURE

2.02 Active Management Approach

The Administrator has retained an active management approach for the Fund, both for the asset allocation and the security selection, with objective that the value added by such active management would exceed the additional investment management fees.

The total Fund is invested into the pooled funds of one active Investment Manager to minimize investment management fees while maximizing investment opportunities. Although such pooled funds are subject to their own investment policies, this SIP&P provides for guidelines regarding the asset allocation between these pooled funds as well as specific performance objectives and constraints.

The actual extent of investment quality and diversification within each pooled fund shall comply with the investment policies of the pooled funds, which are enclosed as Appendix B.

SECTION 3 – RISK AND PERFORMANCE OBJECTIVES

3.01 Rate of Return Objective

Recognizing the long-term nature of the financial obligations of the Plan and the funding policy retained by the Administrator, the long-term objective for the total Fund is to achieve a rate of return of at least 3.5% above increases in the Consumer Price Index (CPI).

3.02 Benchmark Portfolio

In order to achieve the foregoing rate of return objective, the Administrator has established the following long-term asset mix that will also be used as a Benchmark Portfolio to evaluate the performance of the Investment Manager:

Asset Class	Benchmark Portfolio
Equities	54 55%
• Canadian	24 30%
• Global	20 25%
Fixed Income	32 40%
<u>Alternatives</u>	20 %
Cash Equivalentents	4 5%

The real rate of return expectation of the Benchmark Portfolio exceeds the real rate of return objective of 3.5%, based on historical performance data.

3.03 Investment Manager Performance Objectives

The Investment Manager shall obtain a total Fund rate of return, on a moving four-year average, that meets the following two objectives:

- a) The primary objective is to exceed by 1% the rate of return that would have been earned by the passive management of the Benchmark Portfolio, as measured by using the following market indices:

SECTION 3 – RISK AND PERFORMANCE OBJECTIVES

Market Indices	%
S&P/TSX Composite Index	30%
MSCI World Index	25%
FTSE TMX Canada Universe Bond Index	40%
SC 91-day T-Bill Index	5%

- b) The secondary objective is to be in the top 40% of the returns obtained by other Canadian investment managers offering one or more similar pooled funds as measured by a pension investment measurement service acceptable to the Administrator.

SECTION 4 – INVESTMENT CONSTRAINTS

4.01 Asset Allocation Limits

The Investment Manager is permitted to vary the asset allocation of the Fund in order to add value, within the following limits as a percentage of market value of the Fund:

Asset Class	Minimum %	Benchmark %	Maximum %
Equities	<u>2535%</u>	<u>4455%</u>	<u>5565%</u>
• Canadian	<u>1520%</u>	<u>2430%</u>	<u>5560%</u>
• Global	0%	<u>2025%</u>	30%
Fixed Income	<u>2030%</u>	<u>3240%</u>	<u>4055%</u>
Cash Equivalent	0%	<u>45%</u>	<u>1245%</u>
<u>Alternatives</u>	<u>0%</u>	<u>20%</u>	<u>25%</u>
Total		100%	

Should the Investment Manager require an asset mix position which is outside of the asset class range provided, the Administrator shall be contacted for prior approval.

4.02 Permitted Categories of Investments

The investments of the Fund must comply with the requirements of the Income Tax Act and the Ontario Pension Benefits Act. Investments may be made in any of the following investment categories from Canadian or non-Canadian issuers, through purchase of securities or units of pooled funds or exchange-traded funds:

a) Canadian and Foreign Equities:

- common and preferred stocks, traded on a recognized stock exchange;
- convertible debt securities;
- warrants, special warrants or rights on common or convertible preferred stocks; and
- American or Global Depository Receipts and Installment Receipts.

SECTION 4 – INVESTMENT CONSTRAINTS

b) Fixed income:

- the securities either issued by or fully guaranteed by the Government of Canada, a provincial government, or one of their agencies;
- bonds, debentures, notes and non-convertible preferred stocks and debt instruments of Canadian issuers whether denominated and payable in Canadian dollars or a foreign currency;
- mortgages;
- loans;
- mortgage-backed securities;
- asset-backed securities;
- term deposits and guaranteed income certificates; and
- contracts with life insurance companies.

c) Cash or equivalents:

- cash on hand and demand deposits;
- treasury bills issued by the federal or provincial governments or their agencies; and
- commercial papers and term deposits.

d) Real estate, subject to the prior approval of the Administrator.

e) Derivative instruments:

Derivative instruments may be employed to replicate the investment performance of a recognized market index, underlying equity, fixed income, commodity or current asset, or for other purposes, provided that the underlying investments would be permissible under this SIP&P and their use would not create a net leveraged position for the Fund.

4.03 Quality Requirements

The Administrator will ensure that the Fund adheres to the Legislative Requirements and specifically the quantitative restrictions as shown in Appendix B. To the extent that the Fund is invested in pooled or mutual funds, these funds will be invested as per the quality requirements and quantity restrictions of the individual investment policy statements of the underlying investment strategies. All investments are to be in compliance with stated investment policies, this SIP&P, and the Legislative Requirements. If an investment later becomes non-compliant with the stated investment policy, this SIP&P, or the Legislative Requirements, then the Administrator and its agents are required to remove it from the Fund or take other action as required to ensure compliance.

SECTION 4 – INVESTMENT CONSTRAINTS

4.04 Quantity Restrictions

The Fund will be invested as per quantity restrictions of the pooled funds investment policies (Appendix B). However, no single equity holding shall represent more than 10% of the total market* value of the Fund or 30% of the voting rights of any corporation.

* Effective July 1st 2016. Regulators have clarified their position that while previous regulations used a Book Value basis for this 10% diversification rule, it was applicable at time of purchase.

4.05 Other Investment Constraints

The Fund should be invested in liquid investments which are valued at least weekly.

No part of the Fund shall be assigned, charged, anticipated, given as security or surrendered except in cases as permitted by the Legislative Requirements.

This SIP&P incorporates risk factors such as environmental, social and governance (“ESG”).

The consideration of ESG factors that may have an impact on the financial performance of the Pension Fund is consistent with the investment objectives of the Pension Fund to meet pension liabilities of the Plan over short and long term horizons.

ESG factors will be weighed along with financial, economic, and other risks, in selecting and evaluating investments. Investments will not be selected or rejected solely on the basis of ESG factors. ESG factors will only be taken into consideration to the extent that such factors may have a material impact on the financial return of an investment. The Administrator will select a Pension Fund Manager that considers ESG factors in its research and selection of funds.

SECTION 5 – OTHER ADMINISTRATIVE ISSUES

5.01 Securities Lending

In the event of securities lending, the Trustees of the Pension Fund will enter into a contract with the Administrator and will be authorized to administer the lending of the securities with a minimum collateral provided to the Fund equal to 105% of the market value of the securities established on at least a daily basis or less frequent basis as accepted by the Administrator. The collateral provided shall be highly liquid government securities, cash, major bank discount notes or bankers' acceptances, or such other instruments as agreed to by the Administrator. The contract with the Trustees shall include all terms and conditions as required under the Legislative Requirements.

5.02 Conflicts of Interest

The Administrator and its agents involved in any decisions or recommendations with respect to the Pension Fund, including the Custodian and the Investment Manager, are all fiduciaries of the Plan and are subject to the guidelines pertaining to conflicts of interest.

The particulars of all actual or perceived conflicts of interest with respect to the Plan or the Fund must be disclosed by the person or persons in conflict, immediately upon becoming aware of the conflict and, in writing, to the Administrator. The person or persons in conflict shall not directly or indirectly participate in any discussion on the subject of the conflict nor participate in any vote or decision on the matter.

While it is impossible to determine every circumstance or case giving rise to a possible conflict of interest, the following indicates some of the types of activities that could result in a conflict of interest and should be disclosed:

- a) any material beneficial ownership of investments involved, which could reasonably be expected to impair the ability to render unbiased and objective advice should be disclosed whenever the fiduciary wishes to make recommendations concerning an investment in which he or she has a material beneficial interest or potential conflict;
- b) any additional or special compensation arrangements from any person other than his or her employer, which could reasonably be expected to impair his or her ability to render unbiased and objective advice with respect to the Plan and Fund; and,
- c) any consideration paid to others for making a particular recommendation relating to Fund matters (such disclosures must be made before the recommendation is implemented).

SECTION 5 – OTHER ADMINISTRATIVE ISSUES

5.03 Voting Rights

The Investment Manager is delegated the voting rights for all securities held under the Plan subject to the Administrator exercising its right at any time to give direction to the Investment Manager with respect to the voting on any specific situations. The Investment Manager is not required to advise the Administrator in advance of any such situations but shall keep the Administrator informed of any pending voting which may have a significant impact on the Plan. Any voting rights exercised by the Investment Manager shall be in the best interests of the Fund and in line, where applicable, with the SIP&P. For greater clarity, any voting rights in pooled or mutual funds shall be exercised by the investment managers of those funds in the best interests of the fund unitholders.

5.04 Investments Not Regularly Traded

Should the Investment Manager invest in any securities wherein the market value is not readily available, the Investment Manager will present the method to be employed in establishing the marketable value for approval by the Administrator.

5.05 Other Constraints

- a) The Fund shall not borrow money.
- b) The Investment Manager will comply with the standards of the Association for Investment Management and Research (AIMR).

5.06 Periodic Review

The guidelines of this document reflect the mutual agreement between the Administrator and the Investment Manager. It is the intention of the Administrator to re-assess the guidelines at least annually and more frequently as required. However, if at any time the Investment Manager feels that the guidelines cannot be met, or may restrict performance, the Administrator should be notified immediately. Upon mutual agreement, the guidelines may then be changed to allow the Investment Manager the necessary latitude to exercise his special skills. Any subsequent amendment to the Statement of Investment Policies and Procedures will result in the necessary filing with the regulatory authorities.

The Investment Manager will meet with the Administrator at least annually to review the past performance and discuss future investment strategies. All proceedings of such meetings will be recorded in writing and distributed to persons the Administrator deems appropriate, as required by legislation.

APPENDIX A – QUARTERLY COMPLIANCE REPORT

Pension Plan for the Employees of the Association of Professional Engineers of Ontario

Quarterly Compliance Report for the Quarter Ending _____
(date)

ASSET ALLOCATION LIMITS (4.01)	% of Total Market Value	Complied Yes / No**
Equities *	35% - 65%	
Canadian Equities *	20% - 60%	
Global Equities *	0% – 30%	
Fixed Income	30% - 55%	
Cash Equivalent	0 – 15%	
* No single equity holding shall represent more than 10% of total market value of the Fund or 30% of the voting rights of any corporation.		
PERMITTED INVESTMENT CATEGORIES (4.02)		
Equities (4.02 a)		
Fixed Income (4.02 b)		
Cash or equivalents (4.02 c)		
Derivative Instruments (4.02 e)		
QUALITY REQUIREMENTS (4.03)		
QUANTITY RESTRICTIONS (4.04)		

Signature

Date

** Please provide comments in case of non-compliance

APPENDIX B – POOLED FUNDS INVESTMENT POLICIES

Attached and forming part of Appendix B to this document are the terms of reference for each of the funds in which the Plan's assets will be invested.



12 February 2016

To: Investment Subcommittee for the Pension Plan for the Employees of the
Association of Professional Engineers of Ontario

Re: Asset Allocation Recommendations from Mackenzie Investments

Thank you for the opportunity to meet with your Investment Subcommittee. At the February 4, 2016 meeting we presented two recommendations that we feel will enhance the performance of the Plan.

The first recommendation is to replace the Plan's allocation to the Global Deep Value strategy with an allocation to a Global Quality Growth mandate. This recommendation is an extension/continuation of the recommendation Mackenzie initially presented to the PEO Pension Plan in 2012/13, prior to the formation of the current Investment Subcommittee.

The second recommendation is to allocate 20% of the total Plan to the Mackenzie Diversified Alternatives Fund, a balanced fund of non-traditional assets in keeping with the model already utilized by Canada's large institutional investors.

The two recommendations are presented separately in the pages that follow. We feel that these proposals will result in an improved investment structure, reduced risk and greater investment efficiency for the PEO Plan; hence our recommendation is that both proposals be adopted. However it is not critical that they be adopted together and could instead be considered separately.

Sincerely,

Matthew Schnurr, CFA
Director

Allan Seychuk, CFA
Vice President, Senior Investment Director



Recommendation 1: Global Large Cap Quality Growth strategy replaces the current Global Deep Value strategy

Rationale:

- Currently the plan consists of two independently managed equity strategies, a Canadian value strategy and a Global deep value strategy
- This allocation has resulted in a “value” bias in the pension plan. While value, as a strategy, has outperformed the market over the long term it exposes the portfolio to long periods of underperformance
- To achieve a more balanced portfolio we recommend diversifying this risk by replacing the global deep value mandate with our global large cap quality growth mandate
- The Quality Growth mandate has a proven track record of
 - Providing excellent protection of capital in down equity markets
 - Low correlation to traditional equity exposure
 - Excellent risk adjusted returns over a market cycle
- In summary we believe replacing the Global Deep Value mandate with the Large Cap Quality Growth Pool will enhance diversification and improve risk adjusted performance.



Recommendation 2: Allocate 20% of Plan assets to a diversified risk-managed portfolio of non-traditional assets

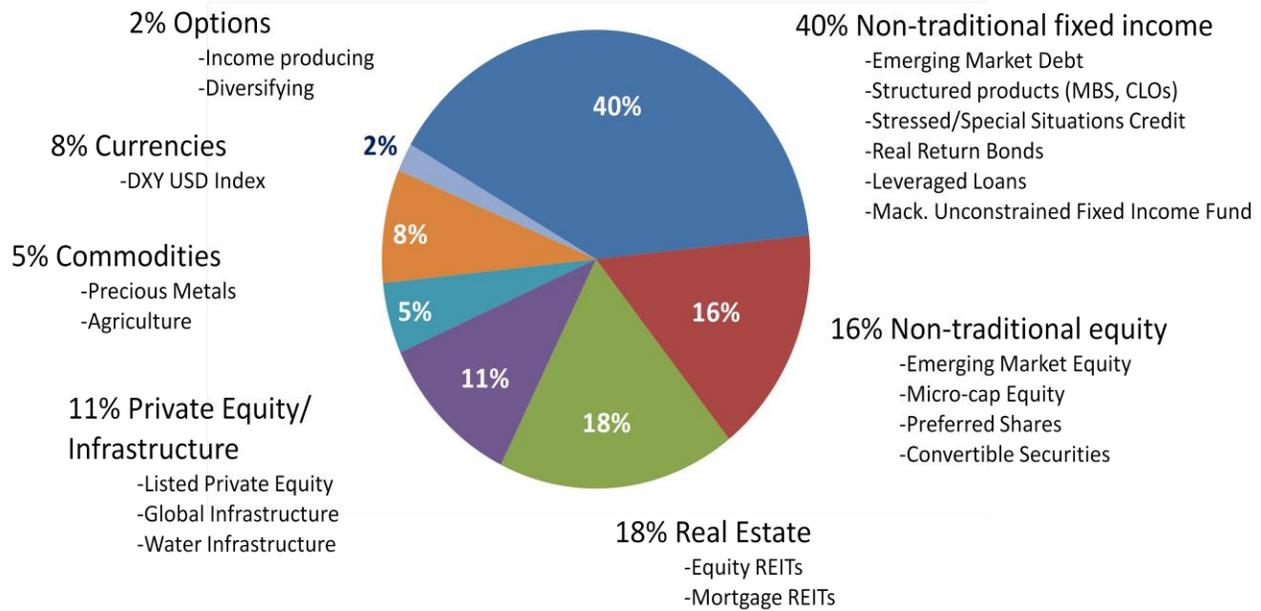
Rationale:

- Currently, Plan assets consist almost exclusively of traditional developed market large-cap equities and traditional developed market investment grade bonds. This “Traditional Global Balanced” allocation, while still common among individual investors, is becoming increasingly less common among institutional investors as they access a wider variety of asset classes.
- As a result of its current allocation, the Plan is only exposed to two main sources of risk/return: equity market risk and interest rate risk. In this structure, equity market risk is the dominant source of Plan volatility.
- To improve Plan efficiency (defined as return per unit of market risk), we recommend that the Plan diversify its exposures to risk/return sources that are less correlated or uncorrelated to developed market equities and developed market investment grade bonds, via a 20% allocation of Plan assets to the Mackenzie Diversified Alternatives Fund.
- The Mackenzie Diversified Alternatives Fund (MDAF) can be viewed as a balanced fund of non-traditional equity, fixed income and alternative assets. The MDAF has been specifically designed to **complement a client’s existing global balanced allocation**. The strategy is managed by Mackenzie’s Systematic Strategies Team.
- Assets within the MDAF consist of a highly diversified portfolio of non-traditional asset classes that are currently absent from the PEO’s Plan. The Fund’s allocation is shown in Appendix 1.
- Exposures in the MDAF have been carefully calibrated to utilize return streams that are less correlated or uncorrelated to traditional global developed market equities and bonds. The Fund is managed to provide an ongoing enhancement of the Sharpe Ratio¹ for the overall portfolio (overall portfolio defined as 20% MDAF and 80% allocation to the current investment structure).
- By allocating a portion of Plan assets to return streams that show a lower correlation to traditional assets, Plan investment efficiency (return per unit of risk) can be improved.

¹ Reward per unit of risk calculated as excess return over risk-free rate divided by standard deviation.



Appendix 1: Mackenzie Diversified Alternatives Fund Asset Allocation overview



CONTINUING PROFESSIONAL COMPETENCE PROGRAM TASK FORCE FINAL REPORT AND RECOMMENDATIONS

Purpose: For Council to receive and act on the final report of the the Continuing Professional Competence Program Task Force .

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

1. That Council receive the Final Report of the Continuing Professional Competence Program Task Force found in as presented to the meeting at C-509-2.6, Appendix A.
2. That Council direct the Registrar to implement the communications plan and continue development of the program elements and operational activities required to roll-out on March 31, 2017 the PEAK program described in the Final Report.
3. That Council direct the Registrar to provide a report to Council at its June 2018 meeting providing information on the first-year of operation of the PEAK program and providing recommendations to Council on the next steps.

Motion Sponsor: Warren Turnbull, P. Eng.

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

1. Need for PEO Action

- Council created the Continuing Professional Competence Program Implementation Task Force ((CP)2 TF) in order “to establish criteria and details for elements needed to operationalize the program proposed by the Continuing Professional Development, Competency, and Quality Assurance Task Force.” The Task Force has completed its work and is providing the requested report for Council approval. In addition to this report, the task force Chair has provided Council with updates on the proposed program on three occasions (June 2016, September 2016 and Plenary Session, November 2016)

2. Proposed Action / Recommendation

- Council is being asked to approve the program described in the Final Report and to direct the Registrar to take the actions noted in the Implementation Plan that are needed to complete development of this program, to carry out the tasks in the communications plan and to have the full PEAK program website ready by March 31, 2016.

3. Next Steps (if motion approved)

- At this stage there are no external dependencies or constraints on PEO’s ability to move ahead. In order to implement the proposed program PEO will make changes to PEO’s administrative processes and policies, and implement connections between the PEAK program and association administration software. After a one-year trial, the Registrar will provide a report to Council with data showing the participation rate and other analytics. The report will provide recommendations to Council on any further steps needed to implement the program recommended by the Task Force.

4. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none">• The CP2 TF met 10 times between February 29, 2016 to November 2, 2016• The proposed CPD program has been presented to members on numerous occasions at Town Halls, Regional Congress meetings, chapter meetings, and other events• Member opinions on the program were solicited and received through a dedicated email site• Feedback from members was considered and used to develop the proposed program• The Task Force held two focus groups, composed of PEO members, who tested the beta site and provided their comments about the site and the elements of the program• Councillors have been able to use the beta website since September 15, 2016• The beta site was made available to PEO licence holders on October 28, 2016 and it will be available until March 31, 2017. Feedback from licence holders will be solicited during this period and will be used to refine the PEAK program website.• The Task Force has provided three updates to Council (June 2016, September 2016 and plenary session November 2016)
Council Identified Review	<ul style="list-style-type: none">• N/A
Actual Motion Review	<ul style="list-style-type: none">• The motion was prepared in consultation with the Task Force members.

5. Appendices

Appendix A – Final Report of the Continuing Professional Development, Competence and Quality Assurance Task Force



Final Report

CONTINUING PROFESSIONAL COMPETENCE PROGRAM IMPLEMENTATION TASK FORCE
November 18, 2016

Executive Summary

The Practice Evaluation and Knowledge (PEAK) program is being proposed by PEO's Continuing Professional Competence Program Task Force as a foundation for "a comprehensive program of continuing professional development and quality assurance" as Council directed in its March 2014 decision to create the Continuing Professional Development, Competence and Quality Assurance Task Force.

The methodology employed by this program is different from those of the mandatory continuing professional development programs implemented by other professional regulatory bodies. First, the proposed program is designed to provide the association with an accurate and up-to-date profile of its licence holders to help ensure it has sufficient information to effectively carry out its role as the regulator of the profession.

The program will also provide a personalized recommendation to each practitioner suggesting the commitment they should make in order to maintain a level of knowledge and skill commensurate with the individual's need to maintain expected standards of professionalism. And, by asking each licence holder to reflect on the quality assurance practices currently implemented in his or her workplace, the association will encourage licence holders to consider how these can be improved.

This unique program consists of three elements that are required to be completed annually by each licence holder:

1. An online Practice Evaluation Questionnaire or Non-Practising Status Declaration;
2. A continuing knowledge report (for practising licence holders only); and
3. An online ethics module.

The PEAK program was developed following in-depth research by two PEO task forces and significant consultation with licence holders, including two focus groups, seven town hall meetings held across the province from September to November 2015. Council has been regularly updated on the work of both Task Forces as work proceeded. The beta test site, which allows users to test and comment on the program, has been available to Council members since September 15, and will continue to be available to all PEO licence holders until the full system goes live on March 31, 2017.

Introduction

In November 2015, the Continuing Professional Development, Competence and Quality Assurance Task Force (CPDCQA TF) presented to PEO Council a report describing a novel approach for implementing a continuing professional development (CPD) requirement for PEO licence holders. The core feature of this approach is a procedure for determining the CPD requirements for individual licence holders based on a number of factors that may or may not be present in their practice environment and which may contribute to the risk to the public. The program allows licence holders to make independent choices regarding how they will mitigate this risk through either continuing professional development or the implementation of various best practice measures.

After review of the report, Council created the Continuing Professional Competence Program Implementation Task Force ((CP)² TF) and approved the Terms of Reference (ToR) for this task force on February 5, 2016. Subsequently, eight PEO volunteers, including five councillors, were selected as task force members. Annette Bergeron was installed as chair. During the period from February 29, 2016 to November 15, 2016, (CP)² TF held 10 meetings.

As stated in the Terms of Reference, the purpose of the (CP)² TF is “to establish criteria and details for elements needed to operationalize the program proposed by the Continuing Professional Development, Competency, and Quality Assurance Task Force.” That task force had developed the framework for a program that:

- i) recognizes that there are both practising and non-practising licence holders
- ii) focuses on the legitimate needs of a regulatory body to collect information while avoiding the creation of a bureaucratic hurdle for licence holders as all information gathering will be conveniently handled on-line through the existing PEO member portal
- iii) ensures continuing knowledge requirements will be based on the risk that the work of an individual licence holder presents to the public and the profession
- iv) encourages licence holders to adopt best practices within the work environment
- v) improves on, but is compatible with, programs implemented by associations in other provinces

This report explains the work undertaken by the (CP)² TF to develop the specifications needed to implement the proposed program and its on-line reporting system. This includes defining the implementation stages and setting a project schedule. This work has been completed on schedule and is described in the following sections.

Background

The Continuing Professional Development, Competency, and Quality Assurance Task Force decided that adopting a risk-based approach to CPD was the best way to address the diversity of practice among licence holders. That is, instead of having identical CPD requirements for all members, the requirements would be correlated to the amount of risk to the public the practitioner’s work entails. Consequently, the program proposed by that task force centred on a questionnaire for the purpose of ascertaining the risk associated with their practice and whether sufficient risk mitigation measures were employed.

The current task force has retained the core elements of the original proposal but has modified them slightly to deal with concerns expressed by PEO licence holders and other stakeholders. First, concerns about the practitioner's risk to the public have been de-emphasized and the focus placed instead on an inquiry about implementation of known best practices in the workplace. The (CP)² TF also recognized that, as collection of data regarding licence holders and their practice is fundamentally necessary for PEO to properly carry out its regulatory role, this aspect of the program should be seen as a core component. For this reason, completion of the questionnaire will be compulsory for all practising licence holders.

PEAK Program Elements

Practice Evaluation Questionnaire

For those who are practising, the initial part of the reporting process will require completion of a **Practice Evaluation**. This form requires licence holders to respond to 23 questions concerning the individual licence holder and the policies and procedures for quality management employed in his or her workplace. Completion of this form will generate the individual voluntary continuing knowledge targets. The (CP)² TF adopted an approach that will encourage many practitioners to adopt best practices such as quality assurance programs or peer reviews since in this plan continuing knowledge activity requirements for a practitioner would be reduced by the actions already taken by the practitioner or firm. This approach will facilitate PEO's goal of maintaining high standards of professionalism in the provision of engineering services.

Non-practising licence holders will simply be asked to make a declaration that they are not practising professional engineering in any capacity. They will be given no voluntary CPD targets, though they will be required to take the same ethics and professional practice refresher course as practising licence holders.

Recent experience has demonstrated that the current collection of member provided data, such as employer and email address, is significantly flawed and incomplete. Also, PEO has not sought information, such as the percentage of the membership that do not practice, that is routinely needed by Council and committees for their decision making. In order to rectify these problems and to obtain data needed for policy development purposes, all licence holders will be required to annually update their profiles with current personal information. Data obtained through the questionnaire will provide PEO with an accurate and up-to-date picture of the activities and practices of its licence holders that will enable the Association to more effectively carry out its role as the regulator of the profession.

Knowledge Declaration

Upon completion of the questionnaire, licence holders will be provided with a recommendation for the voluntary number of hours of professional development activity they should undertake annually to maintain a level of knowledge and skill commensurate with safeguarding the public interest in their particular situation.

At this time, as continuing professional development is **not** mandatory, there will be no obligation for PEO licence holders to actually complete the suggested CPD targets. However, the system will allow for

members to voluntarily report any qualifying CPD activities. This information will be publicly available in the directory of practitioners.

The PEAK program takes a unique approach to recommending the time that licence holders should commit to continuing knowledge activities; an approach not used by any other engineering regulator in the country. The program adopts a risk-based approach that addresses the diversity of practice among licence holders. That is, instead of having identical requirements for all members, the recommended requirements correlate to the amount of risk to the public the practitioner's work entails. It is not a one size fits all solution. Based on the outcome of the Practice Evaluation Questionnaire, licence holders would be provided a recommended number of voluntary hours of continuing knowledge to complete prior to the next licence renewal date.

A truly unique aspect of the program is that it allows professional engineers the opportunity to design their knowledge plan to align with their area of practice and the available professional development opportunities along with increased quality assurance through best practices. Under this self-directed initiative, each licence holder will:

- complete the Practice Evaluation Questionnaire to determine the recommended number of voluntary hours for annual continuing knowledge;
- determine his or her own opportunities, based on his or her own practice;
- pursue opportunities that are most relevant to his or her practice; and
- report what they have done to PEO.

Acceptable continuing knowledge activities fall into three broad categories: formal education, informal education and contribution to knowledge. Formal education refers to any structured classroom-based learning provided by persons with expert knowledge of the subject matter. This includes college or university courses in technical subjects; courses for industrial sector certifications; training courses provided by manufacturers or suppliers; and similar activities. Courses must be completed in order to count towards the annual continuing knowledge requirement. Teaching or instructing such courses also counts.

Informal education refers to learning activities that take place outside the classroom. This includes self-study through reading of technical journals, books or manuals. It also includes attendance at conference technical sessions or trade-shows; or at standalone workshops or seminars. Structured discussions with peers such as mentoring sessions or study groups are also acceptable as long as the subject of the discussions is technical in nature.

Contributions to knowledge includes any activity that disseminates knowledge to other licence holders or establishes best practices for the profession. This includes the preparation and publication of papers on topics of interest to the engineering community; preparation and publication of articles in technical or trade journals or magazines; participation on committees developing codes and standards; participation on expert advisory panels; preparing and/or delivering a seminar or presentation to an audience of professional engineers, technologists, or related professions.

Licence holders who are *not practising* professional engineering will have no continuing knowledge requirement under the PEAK program beyond the online ethics refresher module.

Licence holders will be encouraged to report any continuing knowledge activities they have completed during the year.

Ethics Module

When this program is implemented, practising and non-practising licence holders will be asked to complete an online professional ethics refresher prior to date of their licence renewal. The Task Force has decided that this course is needed in order to ensure that all licence holders, including those who are not practising, are aware of their ethical obligations and how they must govern themselves in compliance with the *Professional Engineers Act* and its regulations. It is important for all licence holders to complete this no-cost module. Licence holders declaring non-practice status must understand what activities are foreclosed to them when they decide to adopt retired or other non-practising categories.

Unlike the Professional Practice examination, the ethics module will not be just a test of knowledge of the code of ethics and the professional misconduct provisions in O. Reg. 941. Instead, it will present scenarios and elicit participant's response to the scenarios. Each question will allow multiple attempts with teachable moments. That is, instead of focusing on true or false answers, responses to the questions will provide information and suggestions for the participant to consider. A final quiz will reinforce the learning acquired. The ethics module will take approximately one hour, with a 15 minute quiz. The module will make use of available an on-line multimedia learning tool, ScholarLab, which is already used by PEO.

Gamification

In order to encourage licence holders to complete each of the three levels of the program, their completion status will be indicated in the on-line directory. The items to be reported are: completions of the Practice Evaluation Questionnaire or Non-Practising Declaration; completion of the voluntary Knowledge Declaration; and completion of the Ethics Module. The directory will not indicate whether the licence holder has completed the recommended hours of continuing knowledge activities.

Authority

The *Professional Engineers Act* provides PEO with the authority to create regulations dealing only with the provision of continuing education for members. However, because of its arrangement with OSPE, PEO cannot provide continuing education programs. Also, PEO will need to be granted the power to create regulations to make continuing education a mandatory requirement for maintaining licences and the authority to create regulations dealing with enforcement of the mandatory requirements.

Council has already approved "the policy intent to amend the *Professional Engineers Act* to provide the authority for mandating Continuing Professional Development (CPD) requirements for all licence holders, limited licence holders, and temporary licence holders." The request to change the *Act* to accomplish this end has been made to the Ministry of the Attorney General. PEO is awaiting confirmation from the Minister that the changes will be made.

PEO has the authority to collect information that will further its public interest regulatory mandate. However, it may be prudent for PEO to consider amendments to the *Professional Engineers Act* and

regulations to ensure the smooth operation of the program. The above noted request should be able to address this issue.

Implementation Strategy

Should Council approve the proposal, implementation of the program is recommended to begin March 31, 2017. The rollout will be preceded by an enhanced communication program that will explain the importance of the two core elements of the program: the practice evaluation questionnaire and the knowledge declaration (continuing knowledge activity reporting). The communications program will include e-blasts, messages to chapters, as well as content in *Engineering Dimensions*, on the PEO website, and on social media. This content will include articles, commentary, guidelines and other written material as well as video commentary from parties both from within PEO and from external organizations such as providers of professional liability insurance.

The rollout will be promoted at PEO's annual general meeting with staff presence at the event to demonstrate the program for AGM attendees. Communications will continue after the rollout with different emphasis. For instance, members who renew their applications without completing the PEAK questionnaire or non-practising declaration will be notified by mail of the requirement to do so.

Referendum

The Terms of Reference for (CP)² TF directed it to prepare a referendum question. The Task Force has decided that Council should postpone a referendum because the program recommended here does not include mandatory continuing professional development. At this time, licence holders will only be required to complete the Practice Evaluation Questionnaire and the Ethics Module. The program will only highly recommend that licence holders complete the recommended continuing knowledge activities.

The Task Force is recommending that Council postpone the referendum until the program has been used by licence holders for at least one year.

Timeline – Implementation of CPD Program Elements

Program Element	Start Date
Beta Practice Evaluation Questionnaire available to all licence holders for review and comment	October 2016
PEO website updated with information on proposed PEAK program	October 2016
E-blast inviting licence holders to review and comment on beta Practice Evaluation Questionnaire	October 2016
Posts on PEO social media accounts promoting opportunity for licence holders to comment on beta Practice Evaluation Questionnaire	October 2016
Update in <i>Engineering Dimensions</i> promoting opportunity for licence holders to comment on beta Practice Evaluation Questionnaire and encouraging licence holders to ensure their online profile is accurate	Nov/Dec issue (published Nov.2)
Final Report to Council (approval of future implementation actions)	November 2016
PEO website updated to reflect Council's approval of the program	November 2016
Posts on PEO social media accounts informing of Council's decision and availability of information on PEO website	November 2016, ongoing
Update in <i>Engineering Dimensions</i> notifying of Council's decision and details of program implementation	Jan/Feb issue (published Jan.18)
Video testimonials posted on website; members notified via e-blast and social media posts	February 2017
Create guideline on program for licence holders	February 2017
Create fact sheet on program for licence holders	February 2017
CPD-themed issue of <i>Engineering Dimensions</i> , includes two feature articles on the topic	Mar/Apr issue (published Mar.16)
Modifications to portal and questionnaire based on member feedback	March 2017
Ethics module complete	March 2017
Reporting module complete	March 2017
Official launch of program to licence holders at PEO AGM	March 31, 2017
News release to announce official launch of program	March 31, 2017
Report to Council – first year results	June 2018

PROCESS TO APPOINT ENGINEERS CANADA DIRECTORS

Purpose: To approve revised eligibility criteria and process for the appointment of Engineers Canada Directors

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

That Council approve the document, “Terms of Reference, Expectations and Appointment Process for PEO Directors on Engineers Canada Board of Directors” as presented to the meeting at C-509-2.7, Appendix A.

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

Moved by: Dave Brown, P.Eng., Vice President

1. Need for PEO Action

At its March 2016 meeting, Council appointed Directors to the Engineers Canada Board of Directors. Subsequent to that meeting, the Human Resources Committee (HRC) reviewed the process and identified some concerns that included: the eligibility criteria to be nominated were too broad resulting in too many applicants; the qualifications of applicants; and the ability to ensure knowledgeable Council representation on the Engineers Canada Board. As a result, the HRC is asking Council to consider revising the eligibility criteria and appointment process for PEO Directors on the Engineers Canada Board of Directors.

2. Proposed Action / Recommendation

Based on its review, the HRC is recommending that Council approve revising the document, “Terms of Reference, Expectations and Appointment Process for PEO Directors on Engineers Canada Board of Directors”, as presented at Appendix A. The significant changes include:

- Restrict nominations to currently serving Councillors, recent past Councillors (no more than 2 years since last on Council), or current Engineer Canada Directors;
- Maximum 6-year term limit, which can be extended by Council if the candidate secures Engineer Canada presidency;
- Nominees must be PEO and OSPE members;
- Appointees must receive more than 50% of the votes from Council; and
- Sitting members of Council who’s names are on the ballot shall abstain from voting. If their names are removed from the ballot, either through election or elimination, their voting privileges are reinstated.

3. Next Steps (if motion approved)

Council will apply the revised eligibility criteria for nomination and process to appoint PEO Directors to the Engineers Canada Board of Directors at the next appointment opportunity.

4. Peer Review & Process Followed

Process Followed	HRC reviewed the process to appoint PEO Directors to the Engineers Canada Board of Directors and approved revised eligibility criteria for nomination and appointment process at its meeting October 5, 2016.
Council Identified Review	N/A
Actual Motion Review	N/A

5. Appendices

- Appendix A – Terms of Reference, Expectations and Appointment Process for PEO Directors on Engineers Canada Board of Directors
- Appendix B – Engineers Canada Certificate of Continuance
- Appendix C – Engineers Canada By-Law
- Appendix D – Engineers Canada Board Policy Manual



Terms of Reference, ~~and~~ Expectations and Appointment Process for PEO Directors on Engineers Canada Board of Directors¹

Background:

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

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

Specifically, section 6 of the Engineers Canada Articles of Continuance under the *Canada Not-for-profit Corporations Act* states:

6. Statement of the purpose of the corporation

The purposes of the Corporation are to provide national support and national leadership to the engineering profession on behalf of its members, so as to promote and maintain the interests, honour and integrity of the engineering profession in Canada, and to do all such lawful things as are incidental to or conducive with the attainment of the foregoing purposes including, without limitation:

1) to establish and foster relationships with and among the provincial and territorial associations of professional engineers in Canada and to assist them in, among other things:

A. coordinating activities and policies, particularly in the areas of registration of engineers, mobility registered engineers and interprovincial practice;

B. promoting and maintaining high standards in the engineering profession;

C. supporting and encouraging high standards in engineering education;

D. developing effective human resources policies and promoting the professional, social and economic welfare of the members of the engineering profession;

E. promoting a knowledge and appreciation of engineering and of the engineering profession, and enhancing the relationship of the profession to the public; and

F. generally carrying out their various objectives and functions.

¹ Approved by resolution at the ~~November 2016~~ September 2010 meeting of Council.



2) to act on behalf of and to promote the views of its members concerning the engineering profession in matters that are national or international in scope, including without limitation, international registration or certification. of engineers, and reciprocal practice;

3) to apply for or acquire and deal with or dispose of any trademark or copyright in any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects, and

4) to affiliate with, join or enter into arrangements or agreements to carry on any undertaking with or for the benefit the members of any society, association or other body having objectives similar or comparable to those of the Corporation.

Role of Engineers Canada Director:

The role and responsibilities of the Engineers Canada Board and its Directors are outlined in the Engineers Canada Board Policy Manual under the Global Governance Process (GP) section.

GP – 3.1 Director Terms of Reference outlines the duties of an Engineers Canada Board of Director as follows:

The Board is comprised of Directors and Advisors collectively referred to as Board members. The terms of reference for Advisors are set out in GP-3.2.

1. Purpose

1.1 Provide a key linkage between the Board and the regulators.

1.2 Explore, debate, define and understand Engineers Canada's policies.

1.3 Ensure that the Board focuses on policy issues related to the engineering profession.

1.4 Set and monitor performance and expectations within the governance structure.

2. In order to fulfill their purposes, Directors shall:

2.1 Know the business of Engineers Canada.

2.2 Be informed of issues affecting, or likely to affect Engineers Canada and the regulators.

2.3 Contribute to the Board's decision-making process by: Discussing all matters freely and openly at Board meetings.

- Working towards achieving a consensus which respects divergent points of view and is in the collective interest of Engineers Canada and the regulators.
- Respecting the rights, responsibilities and decisions of the regulators.



2.4 Participate actively in the work of the Board including by serving on committees or task forces to achieve the Ends.

2.5 Directors shall review all monitoring reports and make suggestions to strengthen policy governance by considering the following questions:

- Is this policy necessary?
- Does this policy clearly reflect the Board's intent?
- Does this policy adequately set expectations for the CEO to enable me to monitor performance within the governance structure?
- Are the expectations set out in this policy reasonably achievable by the CEO?

2.6 When assigned the director shall,

- Complete form *Director Review of GP Policies*, a template for discussion of Governance Process policies,
- Act as the meeting monitor, to prepare the meeting evaluation report on the Board's governance process and complete form *Meeting Monitor*, or
- Act as the lead presenter of monitoring reports submitted by the CEO and complete form *Monitoring Report Assessment Tool*.

3. Ownership Linkage

Directors shall provide a linkage with the regulators by communicating the views of the regulators to the Board and communicating the Board's views to the regulators. In order to do so, Directors shall:

3.1 Be knowledgeable of the rules, regulations, policies and procedures governing the regulator that nominated/elected them.

3.2 Be informed and knowledgeable about issues at their regulator by reviewing their regulator's council/board briefing books and the minutes of all council/board meetings, and attending council/board meetings.

3.3 Advise their regulator of issues to be discussed by the Board and seek input so as to be able to communicate their regulator's position to the Board.

3.4 Present and explain the views and positions of their regulation to the Board on issues which impact on the activities of their regulator or the policies that guide the operation of their regulator.

3.5 When requested by their regulator, request that an agenda item be added and specific time be allocated at a regular meeting of the Board for the Director to present reports and, where required, present resolutions for action by the Board.

3.6 Inform their regulator of the activities, decisions and plans of Engineers Canada by requesting that an agenda item be added and a specific time be allocated at each regular



meeting of the regulator's council/board for the Director to present reports or to receive guidance and direction.

3.7 Keep confidential all information in respect of which the Director is required to sign a confidentiality agreement.

4. Additional Duties and Obligations

4.1 Directors shall comply with GP-3 Code of Conduct.

4.2 Directors shall comply with the duties and obligations of Directors as set out in Part 9 of the *Canada Not-for-profit Corporations Act*.

5. Authority

5.1 As specifically set out in this policy or delegated by the Board.

The role and responsibilities of Engineers Canada Directors are further defined by the *Code of Conduct* outlined in GP-3 as follows:

The Board shall conduct itself in an ethical, professional and lawful manner. This includes proper use of authority and appropriate decorum. Board members shall treat one another and staff members with respect, co-operation and a willingness to deal openly on all matters.

1. Board members and members of Board committees must have loyalty to the entire ownership, unconflicted by loyalties to the chief executive officer, staff, other organizations or personal interests.

2. Directors shall discharge their duties honestly and in good faith and in accordance with s. 148 of the *Canada Not-for-profit Corporations Act*.

3. Directors have an ongoing obligation to disclose conflicts of interest in accordance with s. 141 of the *Canada Not-for-profit Corporations Act*.

3.1. Board members and members of Board committees shall not use their Board position to obtain employment at Engineers Canada for themselves, family members, or close associates. Board members must resign from the Board before applying for employment with Engineers Canada.

4. Board members and members of Board committees shall maintain confidentiality with respect to all matters that come into their knowledge or possession in the course of performing their duties in accordance with GP-3.0.1 Confidentiality Policy.

5. Board members and members of Board committees shall not attempt to exercise individual authority over the chief executive officer or staff unless authorized by the Board.



6. Board members and members of Board committees shall not attempt to interact with the public, press or other entities or speak on behalf of the Board except to repeat explicitly stated Board decisions unless authorized by the Board.

7. Board members and members of Board committees, except the chief executive officer, will not express individual judgments of performance of the chief executive officer or staff other than during participation in Board deliberations.

8. Board members and members of Board committees shall be familiar with the incorporating documents, by-law, policies and legislation governing Engineers Canada as well as the rules of procedure and proper conduct meetings so that decisions of the Board may be made in an efficient, knowledgeable and expeditious fashion.

9. Board members and members of Board committees will support the legitimacy and authority of Board decisions regardless of their personal position on the issue.

10. Board members and members of Board committees shall participate in Board educational activities that will assist them in carrying out their responsibilities.

11. Board members shall attend meetings on a regular and punctual basis and be properly prepared to participate in Board deliberations.

12. Board members and members of Board committees shall ensure that unethical activities not covered or specifically prohibited by the foregoing or any other legislation are neither encouraged nor condoned and are reported.

13. A Board member or a member of a Board committee 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 next Board meeting. The complaining party must be identified. If the complaining party is a Board member, he or she and the respondent Board member shall recuse themselves from any vote upon resolution or censure or other action by the Board. Board members that are found to have violated the Code of Conduct may be subject to the following sanctions and/or discipline:

- requirement to discontinue or modify his or her conduct giving rise to the complaint;
- resign his or her position as a Board or committee member;
- a report to the Board member's regulatory body;
- termination of position on the Board or the committee with or without notice; or
- such other reasonable and prudent sanction as appropriate in the circumstances.

14. Upon appointment, Board members and members of Board committees shall sign an acknowledgment of GP-3.0.1 Confidentiality Policy.

15. Upon appointment, Directors shall sign GP-3.1.1 Director Consent and Declaration.



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

~~Section 4—FIDUCIARY RESPONSIBILITIES.~~

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

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

Expectations Regarding Principal Activities as They Relate to PEO:

- Attend Engineers Canada meetings and report significant activities or decisions to PEO following each meeting, including a report on any special Engineers Canada projects.
- Attend PEO Council meetings. The Directors are expected to attend to the same standard to which a regular member of PEO Council is held.
- Provide a written report to Council through the ~~CEO~~/Registrar in a timeframe acceptable so that it may be included in the Council meeting agenda package.
- Notify PEO's President and ~~CEO~~/Registrar of any specific items for which he/she requires a decision of or guidance by, PEO Council, so that they may be included in the agenda for the next PEO Council meeting.

Eligibility:

~~To be eligible, a nominee for the position of Engineers Canada Director must be a current Councillor, recent past Councillor (no more than 2 years since last on Council), or a current Engineers Canada Director. Nominees must also be PEO and OSPE members.~~

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

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



Appointment Process:

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

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

Term of Appointment for Directors:

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

The maximum length of service as an Engineers Canada Director regardless of term length is 6 years which may be extended if the nominee secures the Engineers Canada presidency.

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

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

Performance Review

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

Process to Appoint an Engineers Canada Director

The following process is to be used when making Engineers Canada Director appointments:

1. A call for nominations for appointment by PEO Council to the Engineers Canada Board of Directors will be sent to all eligible nominees.
2. The call for nominations will specify the closing date for nominations and require nominees to indicate his/her willingness to serve for up to a three-year term in accordance with the terms of reference, role and expectations of PEO's Directors on Engineers Canada Board of Directors as noted above.
3. A nomination does not require a seconder.



4. No nominations will be accepted after the deadline for submission of nominations or from the floor at the meeting at which such appointments are to be made.
5. At the meeting at which such appointments are to be made, the Chair shall read out the names of those members who have submitted nominations.
6. Each nominee will be afforded an opportunity to make a brief (2 minute) personal introduction should they so wish. Absent nominees may submit a written personal introduction. The Chair will read any comments received from absent nominees.
7. Councillors will vote for each available position separately and in succession until all positions have been filled. Voting will be by secret ballot in accordance with By-Law No. 1, s.25(4).
8. Prior to each round of voting, the Chair shall ask all nominees whether they wish to have their name stand for appointment.
9. Where there is only one nominee for a position, the Chair shall declare the nominee appointed to the Engineers Canada Board.
10. Where the number of nominees exceeds the number of positions available, the nominee receiving at least 50% plus 1 of the votes cast shall be declared appointed by the Chair.
11. Where no nominee receives at least 50% plus 1 of the votes cast in the first round of voting, the top four nominees receiving the most votes cast shall advance to a second round of voting. If there are only four nominees, the nominee receiving the lowest number of votes cast will be eliminated and not advance to the second round of voting.
12. In the event there is a tie in the last nominee position, the number of nominees advancing to the second round will be expanded to include those nominees that have tied for the last nominee position.
13. After each voting round following the first voting round, the nominee receiving the lowest number of votes cast will be eliminated and not advance to the next round of voting. Voting rounds will continue in accordance with steps 7 to 13 until one nominee receives at least 50% plus 1 of the votes cast.
14. In the event of a tie vote, the nomination as an Engineers Canada Director shall be decided by coin toss conducted by the Registrar.
15. Sitting members of Council who put their names forward to be considered for nomination to the Engineers Canada Board of Directors shall abstain from voting. However, should a Councillor's name be removed from the ballot, either through election or elimination, they may vote in any subsequent ballots.



16. If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council.



Certificate of Continuance

Canada Not-for-profit Corporations Act

Certificat de prorogation

*Loi canadienne sur les organisations à but non
lucratif*

ENGINEERS CANADA
INGENIEURS CANADA

Corporate name / Dénomination de l'organisation

034566-1

Corporation number / Numéro de
l'organisation

I HEREBY CERTIFY that the above-named corporation, the articles of continuance of which are attached, is continued under section 211 of the *Canada Not-for-profit Corporations Act*.

JE CERTIFIE que l'organisation susmentionnée, dont les statuts de prorogation sont joints, a été prorogée en vertu de l'article 211 de la *Loi canadienne sur les organisations à but non lucratif*.

Marcie Girouard

Director / Directeur

2013-10-31

Date of Continuance (YYYY-MM-DD)
Date de prorogation (AAAA-MM-JJ)



Canada Not-for-profit Corporations Act (NFP Act)

Form 4031

Articles of Continuance (transition)

To be used only for a continuance from the *Canada Corporations Act*, Part II.

1 Current name of the corporation	
THE CANADIAN COUNCIL OF PROFESSIONAL ENGINEERS LE CONSEIL CANADIEN DES INGENIEURS	
2 If a change of name is requested, indicate proposed corporate name	
ENGINEERS CANADA / INGENIEURS CANADA	
3 Corporation number	4 The province or territory in Canada where the registered office is situated
0, 3, 4, 5, 6, 6, -, 1	Ontario
5 Minimum and maximum number of directors (for a fixed number, indicate the same number in both boxes)	
Minimum number	Maximum number
12	45
6 Statement of the purpose of the corporation	
See page 1A attached.	
7 Restrictions on the activities that the corporation may carry on, if any	
None.	

E-MAIL
2013 -10- 3 1
12:57

Form 4031

Articles of Continuance (transition)

8 The classes, or regional or other groups, of members that the corporation is authorized to establish

The Corporation is authorized to establish one (1) class of members. Each member shall be entitled to receive notice of, attend and vote at all meetings of the members of the Corporation.

9 Statement regarding the distribution of property remaining on liquidation

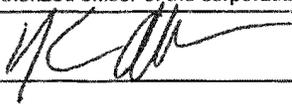
Any property remaining on liquidation of the Corporation, after discharge of liabilities, shall be distributed to one or more organizations in Canada having cognate or similar objects, including the members of the Corporation.

10 Additional provisions, if any

The business of the Corporation shall be carried on without pecuniary gain to its members and any profits or other accretions to the Corporation shall be used in furthering its purposes.

11 Declaration

I hereby certify that I am a director or an authorized officer of the corporation continuing into the NFP Act.

Signature 	E-MAIL
Print name Kim Allen, FEC, P.Eng.	2013 -10- 3 1
Phone number (613) 232 - 2474	12:57

Note: A person who makes, or assists in making, a false or misleading statement is guilty of an offence and liable on summary conviction to a fine of not more than \$5,000 or to imprisonment for a term of not more than six months or to both (subsection 262(2) of the NFP Act).

6. Statement of the purpose of the corporation

The purposes of the Corporation are to provide national support and national leadership to the engineering profession on behalf of its members, so as to promote and maintain the interests, honour and integrity of the engineering profession in Canada, and to do all such lawful things as are incidental to or conducive with the attainment of the foregoing purposes including, without limitation:

- 1) to establish and foster relationships with and among the provincial and territorial associations of professional engineers in Canada and to assist them in, among other things:
 - A. coordinating their activities and policies, particularly in the areas of registration of engineers, mobility of registered engineers and interprovincial practice;
 - B. promoting and maintaining high standards in the engineering profession;
 - C. supporting and encouraging high standards in engineering education;
 - D. developing effective human resources policies and promoting the professional, social and economic welfare of the members of the engineering profession;
 - E. promoting a knowledge and appreciation of engineering and of the engineering profession, and enhancing the relationship of the profession to the public; and
 - F. generally carrying out their various objectives and functions.
- 2) to act on behalf of and to promote the views of its members concerning the engineering profession in matters that are national or international in scope, including without limitation, international registration or certification of engineers, and reciprocal practice;
- 3) to apply for or acquire and deal with or dispose of any trademark or copyright in any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects, and
- 4) to affiliate with, join or enter into arrangements or agreements to carry on any undertaking with or for the benefit of the members of any society, association or other body having objectives similar or comparable to those of the Corporation.

Les objets de la Corporation seront de fournir du soutien et du leadership au niveau national à la profession d'ingénieur au nom de ses membres, afin de promouvoir et de maintenir les intérêts, l'honneur et l'intégrité de la profession d'ingénieur au Canada, et de faire tout chose légale, accessoire ou favorable à l'accomplissement de ces objets, y compris, sans limitation:

- 1) établir et maintenir un lien avec des associations professionnelles d'ingénieurs au Canada, au niveau provincial et territorial, et de les aider, entre autres, à:
 - A. coordonner leurs activités et leurs politiques, en particulier dans les secteurs de l'inscription des ingénieurs, la mobilité des ingénieurs inscrits et de la pratique inter-provinciale;
 - B. promouvoir et maintenir des standards élevés dans la profession d'ingénieur;
 - C. soutenir et favoriser des standards élevés dans l'éducation de la profession d'ingénieur,
 - D. développer des politiques en ressources humaines efficaces et promouvoir le bien-être professionnel, social et économique des membres de la profession d'ingénieur,
 - E. faire connaître et apprécier la génie et la profession d'ingénieur, en améliorant les liens entre la profession et le public; et
 - F. remplir de façon générale leurs divers buts et fonctions.
- 2) agir au nom de ses membres et promouvoir les vues et opinions de ceux-ci sur la profession d'ingénieur, sur tout sujet de portée nationale ou internationale, y compris sans limitation, l'enregistrement international ou la certification d'ingénieurs, et des pratiques réciproques;
- 3) demander ou acquérir et diriger ou disposer de toute marque de commerce ou droit d'auteur dans tous mot(s), marque(s), slogan(s), ou logo(s), ou toute œuvre littéraire ou autres œuvres, se rapportant à la profession d'ingénieur ou à ses objets; et
- 4) s'affilier, se joindre ou conclure des arrangements ou des accords pour réaliser tout engagement avec ou pour le bénéfice des membres de toute société, association, ou autre corps ayant des objectifs semblables ou comparables à ceux de la Corporation.

**Canada Not-for-profit Corporations Act (NFP Act)
Form 4002**

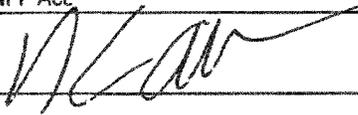
Initial Registered Office Address and First Board of Directors

(To be filed with articles of incorporation, continuance (transition), amalgamation, or continuance (import))

1	Corporate name
THE CANADIAN COUNCIL OF PROFESSIONAL ENGINEERS LE CONSEIL CANADIEN DES INGENIEURS	

2	Complete address of the registered office (cannot be a post office box)
Number and street name	
180 Elgin Street, Suite 1100	
City	Province or Territory
Ottawa	Ontario
Postal code	
K2P 2K3	

3	Directors of the corporation (if space available is insufficient, complete attached schedule)										
	<table border="1"> <thead> <tr> <th style="width: 40%;">First and last name</th> <th>Address (cannot be a post office box)</th> </tr> </thead> <tbody> <tr> <td>W. James Beckett</td> <td>1851 Bears paw Drive West NW Edmonton, AB T6J 6K6</td> </tr> <tr> <td>Dick Walters</td> <td>501, 10709 Jasper Avenue Edmonton, AB T5J 3N3</td> </tr> <tr> <td>Larry Staples</td> <td>717 Haliburton Crescent NW Edmonton, AB T6R 2X5</td> </tr> <tr> <td>Russ Kinghorn</td> <td>901-17 Street South Cranbrook, BC V1C 0A4</td> </tr> </tbody> </table>	First and last name	Address (cannot be a post office box)	W. James Beckett	1851 Bears paw Drive West NW Edmonton, AB T6J 6K6	Dick Walters	501, 10709 Jasper Avenue Edmonton, AB T5J 3N3	Larry Staples	717 Haliburton Crescent NW Edmonton, AB T6R 2X5	Russ Kinghorn	901-17 Street South Cranbrook, BC V1C 0A4
First and last name	Address (cannot be a post office box)										
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Larry Staples	717 Haliburton Crescent NW Edmonton, AB T6R 2X5										
Russ Kinghorn	901-17 Street South Cranbrook, BC V1C 0A4										

4	Declaration
I hereby certify that I am an incorporator of the new corporation, or that I am a director or an authorized officer of the corporation continuing into or amalgamating under the NFP Act.	
Signature  Print name Kim Allen, FEC, P.Eng. Phone number 613-232-2474	E-MAIL 2013 -10- 3 1 12:57
Note: A person who makes, or assists in making, a false or misleading statement is guilty of an offence and liable on summary conviction to a fine of not more than \$5,000 or to imprisonment for a term of not more than six months or to both (subsection 262(2) of the NFP Act).	

Schedule
(Item 3 of Form 4002)
Directors of the corporation
 To be used if space on form is insufficient

Corporate name
THE CANADIAN COUNCIL OF PROFESSIONAL ENGINEERS LE CONSEIL CANADIEN DES INGENIEURS

Directors of the corporation	
First and last name	Address (cannot be a post office box)
Emily Cheung	1579 9th Ave Prince George, BC V2L 3R8
Digvir S. Jayas	University of Manitoba 66 Chancellors Circle, 207 Admin. Bldg. Winnipeg, MB R3T 2N2
Darryl Ford	35 Cedar Grove Drive Quispamsis, NB E2E 4P2
Darryl Benson	15 Banyan Place St. John's, NL A1H 1A3
Lloyd Henderson	34 Johnson Crescent Yellowknife, NT X1A 3E9
Paul Amyotte	Dalhousie University 1360 Barrington Street Halifax, NS B3J 2X4
Rakesh Shreewastav	62-1095 Jalna Blvd London, ON N6E 2Y7
Diane L. Freeman	651 Colby Drive Waterloo, ON N2V 1C2
Catherine Karakatsanis	600-235 Yorkland Boulevard Toronto, ON M2J 1T1
Phil Maka	1666 Lewes Way Mississauga, ON L4W 3L3

E-MAIL
2013 -10- 31 12:57

A By-law relating generally to the business and affairs of ENGINEERS CANADA

BE IT ENACTED as a By-law of Engineers Canada as follows:

1 INTERPRETATION

1.1 Definitions

All terms contained herein and which are defined in the Act or the Regulations shall have the meanings given to such terms in the Act or Regulations.

"Act" means the *Canada Not-For-Profit Corporations Act*, S.C. 2009, c.23, including Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time.

"Advisor" means a person appointed by Board policy to make recommendations and/or provide key information to the Board.

"Board" means the Board of Engineers Canada comprised of Directors and Advisors.

"Board members" means the Directors and Advisors elected or appointed in accordance with this By-law.

"Chief Executive Officers Group" means the group comprised of the chief staff officer of each of the Members.

"Member" means a Member as further defined in Article 2.

"Per Capita Assessment" means the annual amount to be paid by each Member as determined by its number of Registrants, as further defined in Article 8.

"Registrant" means an individual registered with a Member at December 31, with the exception of applicants and students.

"Secretary" is an office held by the Chief Executive Officer of Engineers Canada or such other person appointed by the Board.

"Standards" means accreditation criteria.

"2/3-60% majority" means a resolution passed by a minimum of two-thirds of the Members voting, who represent a minimum of sixty percent of represented Registrants.

1.2 Interpretation

In the interpretation of this By-law, words in the singular include the plural and *vice-versa*, words in one gender include both genders.

1.3 Language

Equal recognition shall be given to Canada's two official languages in the operation of Engineers Canada. In the event of any inconsistency between the English language text of a By-law or other document and the French language text of such By-law or other document, the English language text shall govern.

2 MEMBERSHIP

2.1 Membership

Each of the following shall be a Member until such time as its status as a Member is withdrawn or terminated as provided herein, namely:

- (a) Association of Professional Engineers and Geoscientists of Alberta (APEGA);
- (b) Association of Professional Engineers and Geoscientists of New Brunswick (APEGNB);
- (c) Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS);
- (d) Association of Professional Engineers and Geoscientists of the Province of Manitoba (APEGM);
- (e) Association of Professional Engineers of Nova Scotia (APENS);
- (f) Association of Professional Engineers of Ontario (PEO);
- (g) Association of Professional Engineers of Yukon (APEY);
- (h) Northwest Territories Association of Professional Engineers and Geoscientists (NAPEG);
- (i) Ordre des ingénieurs du Québec (OIQ);
- (j) The Association of Professional Engineers and Geoscientists of British Columbia (APEGBC);
- (k) The Association of Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL);
- (l) The Association of Professional Engineers of the Province of Prince Edward Island (APEPEI); and
- (m) Other provincial or territorial entities established for the purpose of regulating the practice of engineering in any province or territory of Canada as may be approved by a 2/3-60% majority resolution of the Members.

2.2 Resignation of Membership

A Member may resign from membership by notice in writing to the Secretary not less than twelve months prior to the next following Annual Meeting of Members.

2.3 Termination of Membership

- (1) Membership may be terminated if, at a special meeting of the Members called for such purpose, a resolution is passed terminating such membership, provided that the Member shall be granted the opportunity to be heard at such meeting.
- (2) Notwithstanding a resignation or termination of membership, a Member shall remain liable for payment of outstanding and due Per Capita Assessment up to and including the effective date of the resignation or termination.

3 MEETINGS OF THE MEMBERS

3.1 Notice of Meeting of Members

- (1) Notice of the time and place of a Meeting of Members shall be given to each Member entitled to vote at the meeting and to each Director and the public accountant, if applicable, by telephonic, electronic or other communication facility during a period of 21 to 35 days before

ENGINEERS CANADA BY-LAW

the day on which the meeting is to be held. If a Member requests that the notice be given by non-electronic means, the notice will be sent by mail, courier or personal delivery.

- (2) A special resolution of the Members is required to make any amendment to this By-law to change the manner of giving notice to Members entitled to vote at a Meeting of Members.

3.2 General and Special Meetings

Other meetings of the Members, whether special or general, may be convened at any time and place by order of the President or the President-elect or by the Board or on request by any Member.

3.3 Error or Omission in Notice

The non-receipt of any notice by any Member or Members shall not invalidate any resolution passed or any proceedings taken at any meeting of Members.

3.4 Votes to Govern at Members' Meetings

Each Member present at a Meeting shall have the right to exercise one vote. This vote shall be exercised by the current Chair/President of a Member.

- (1) A Member may, by means of a written proxy, appoint a proxy holder to attend and act at a specific meeting of Members, in the manner and to the extent authorized by the proxy.
- (2) All questions arising at a meeting of the Members shall require a resolution passed by at least a 2/3-60% majority.
- (3) The chair of any meeting of Members shall not have the right to vote thereat and, in case of an equality of votes the chair of the meeting shall have no casting vote and such motion before the Members shall be deemed to be defeated.

3.5 Quorum

- (1) A quorum at any meeting of the Members shall be at least two-thirds of the total number of Members, representing at least sixty percent of the total number of Registrants.
- (2) If a quorum is present at the opening of a meeting of Members, the Members present may proceed with the business of the meeting even if a quorum is not present throughout the meeting.

3.6 Chair

Meetings of the Members shall be chaired by the President of Engineers Canada or a person chosen by the Members.

4 DIRECTORS AND ADVISORS

4.1 Nomination of Directors

- (1) Each Member shall deliver a list of nominees, who are engineers in good standing, to the Secretary for consideration at the Annual Meeting of Members, such list to include a suggested term of 3 years.
- (2) The Minister of Industry may deliver a list of nominees as per section 10.1(b) of this By-law.
- (3) Only individuals nominated in accordance with this nominations policy are eligible to be a Director.

4.2 Election of Directors

Directors shall be elected on the basis of nominations received as follows:

- (a) One Director shall be elected from the list of nominees put forward by each Member;
- (b) One additional Director shall be elected from the list of nominees put forward by each Member that has more than 20,000 Registrants for each additional 20,000 Registrants; and
- (c) One Director shall be elected from the list of nominees put forward by the Minister of Industry.

4.3 Advisors

- (1) The Board may establish policy to appoint persons as Advisors.
- (2) Advisors shall, upon invitation by the Board, be entitled to attend and participate in discussions at meetings of the Board, in whole or in part (as determined by the Board), but shall not have the right to vote thereat.
- (3) Advisors may perform such other duties as shall from time to time be requested by the Board.

4.4 Remuneration and Expenses

- (1) Board members shall serve without remuneration.
- (2) Board members shall not receive any financial gain by virtue of serving as a Board member.
- (3) Board members may be reimbursed for reasonable expenses incurred in the performance of duties.

4.5 Filling Vacancies

A vacancy occurring in the Board shall be filled by the Members from a list of nominees from the Member that nominated the Director who has left the Board and the Director appointed to fill the vacancy shall hold office for the remainder of the term of the Director who left the Board.

5 MEETINGS OF THE BOARD

5.1 Number of meetings

The Board shall hold at least one meeting per fiscal year and as many additional meetings as are deemed necessary, for the purpose of transacting the business of Engineers Canada.

5.2 Notice

The President, the President-elect, the Executive Committee or any five Directors may at any time convene a meeting of the Board.

5.3 Open meetings

- (1) Except as provided for in this section, all meetings shall be open to the Members, Advisors and invited observers.
- (2) A meeting or part of a meeting may be closed to the Members, Advisors or invited observers by the Chair of the meeting at his or her discretion if the subject matter being considered concerns:
 - (a) the security of Engineers Canada;
 - (b) personal matters about an identifiable individual;
 - (c) the proposed or pending acquisition of assets by Engineers Canada;

ENGINEERS CANADA BY-LAW

- (d) litigation or potential litigation;
- (e) the receiving of advice that is subject to solicitor- client privilege, including communications necessary for that purpose; and
- (f) any other matter which the Board determines.

5.4 Quorum

- (1) At any meeting of the Board, a majority of the total number of Directors shall constitute a quorum. Provided a quorum is present at the beginning of a meeting, the meeting may continue or adjourn even though Directors leaving reduce the number to less than a quorum.
- (2) Directors who have declared a conflict of interest on a particular question shall be counted in determining a quorum. Notwithstanding any vacancy among the Directors, a quorum of the Board may exercise all the powers of the Board.

5.5 Voting

- (1) Each Director shall have one vote at meetings of the Board.
- (2) Any question arising at a meeting of the Board shall be decided in accordance with *Robert's Rules of Order*, unless otherwise provided in this By-law.

5.6 Absentee Directors

If a Director is absent from a meeting of the Board, the Member that nominated that Director may send an observer. Such observer may participate in discussions.

5.7 Approvals Requiring Two-thirds Majority

A Board resolution passed by a majority of not less than two-thirds of the votes cast on that resolution is required to make a decision in respect of the following matters:

- (a) Board Recommendations required in section 5.8;
- (b) Approval of the Budget or any amendments thereto;
- (c) Adoption, amendment or repeal of any Board policies or procedures;
- (d) Adoption, amendment or repeal of Standards;
- (e) Adoption, amendment or repeal of Special National Initiatives; and
- (f) Board decisions in respect of any litigious or potentially litigious matters that may endanger the organization's public image, credibility, or its ability to accomplish Ends.

5.8 Board Recommendations

The Board shall submit recommendations to the Members on the following matters, by a vote passed by a majority of not less than two-thirds of the votes cast, provided that no decision in respect thereof shall have any force or effect until approved by the Members in accordance with section 3.4 of this By-law:

- (a) Approval of the Strategic Plan;
- (b) Amendments to Per Capita Assessment;
- (c) Approval of Special National Initiatives; and
- (d) Amendment or repeal of the Articles of Continuance (which includes changes to Engineers Canada's name and purposes) or By-law.

5.9 Minutes of Meetings

The minutes of all meetings of the Board shall be sent to all Board members and to all Members.

6 EXECUTIVE COMMITTEE

6.1 Composition

The Executive Committee shall be comprised of:

- (a) The President, the President-elect and the Past President;
- (b) One Director put forward by each Member that has a minimum of 60,000 Registrants;
- (c) One Director from PEGNL, APENS, APEPEI or APEGNB;
- (d) One Director from APEGM or APEGS;
- (e) One Director from APEGBC, APEY or NAPEG; and
- (f) One Director from any Member.

6.2 Advisors

The Chief Executive Officer and a representative of the Chief Executive Officers Group may be invited to attend and participate in discussions at meetings of the Executive Committee, in whole or in part, but shall not have the right to vote.

7 OFFICERS

- 7.1 The officers shall be the President, the President-elect, the Past President, the Chief Executive Officer, the Secretary and such other officers as the Board may from time to time by resolution determine.
- 7.2 All persons appointed as officers must be a Registrant, in good standing, with one of the Members.
- 7.3 Any officer may be removed at any time by a two-thirds majority resolution of the Board.

8 PER CAPITA ASSESSMENT

- 8.1 Prior to January 31st of each year, each Member shall report the number of Registrants in its association.
- 8.2 Each Member shall pay to Engineers Canada a Per Capita Assessment of \$10.21 per Registrant within two months of receipt of invoice for same or pursuant to a payment schedule reflective of the Members registrant payment schedule.

9 AUDITOR

- 9.1 The Members at each Meeting of Members shall appoint a chartered professional accountant (CPA) licensed to practice public accounting in Ontario as auditor of Engineers Canada.
- 9.2 The auditor shall audit the accounts of Engineers Canada after the close of the fiscal year and make a report thereon, and on the financial statements of Engineers Canada, to the Members at the Meeting of Members next following their appointment.

10 RIGHTS OF MINISTER OF INDUSTRY

- 10.1 The Minister of Industry may, in his or her sole discretion:
- (a) review the activities of Engineers Canada and request that Engineers Canada undertake reasonable activities that, in the Minister's opinion, are necessary and desirable to fulfil the purposes of Engineers Canada; and
 - (b) in accordance with section 4.1(2) of this By-law, deliver a list of nominees to the Secretary for consideration at a Meeting of Members, such list to include a suggested term of 3 years.

11 FISCAL YEAR

- 11.1 The financial year of Engineers Canada shall be the calendar year.

12 RULES OF ORDER

- 12.1 In all cases for which no specific provision is prescribed by law or made in the By-law, the rules and practice of the latest edition of *Robert's Rules of Order* shall govern as far as applicable, provided that no action shall be invalid by reason only of a failure to adhere to such Rules.

13 AMENDMENT OF BY-LAW

- 13.1 A proposal for the amendment or repeal of the By-law may be put forward by a Member.

BOARD POLICY MANUAL



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September 2016

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DEFINITIONS

February 2016 rev 4

In these policies, the following expressions shall have the following meanings:

“Annual Meeting” – the annual meeting of the Members held pursuant to the *Canada Not-for-profit Corporations Act*.

“Board” – the governing body of Engineers Canada comprised of Directors and Advisors.

“Board members” – the Directors and Advisors appointed in accordance with the Bylaws.

“Advisors” – the chair of the Chief Executive Officer Group, the chair of the Canadian Engineering Accreditation Board, the chair of the Canadian Engineering Qualifications Board, the chair of the National Council of Deans of Engineering and Applied Science, the chief executive officer of Engineers Canada, and other persons as may be determined by the Board from time to time. Board Advisors have no voting rights.

“Board-Management Delegation Policies” – the section of Board policy that sets out to whom the Board is delegating executive authority and how that authority will be monitored.

“Budget” – the annual budget of Engineers Canada.

“Bylaws” – the rules governing Engineers Canada created pursuant to the *Canada Not-for-profit Corporations Act*.

“Chair” – the presiding officer of the Board.

“Chief Executive Officers Group” – the group comprised of the senior staff officer of each of the regulators.

“Committee” – a group of people appointed to provide the Board with options and implications on a specific matter for Board decision.

“Consent Agenda” – the portion of the Board agenda containing motions that may be approved without discussion.

“Regulator” – a Member pursuant to the *Canada Not-for-profit Corporations Act* admitted into Engineers Canada membership in accordance with the Bylaws.

“Director” – an individual with voting rights elected by the Members to serve as a Director pursuant to the *Canada Not-for-profit Corporations Act*.

“Ends” – that section of Board policy that states the reason for Engineers Canada’s existence. Ends answer three questions: what benefits should the organization produce, for whom, and how much they are worth?”

“Executive Limitations” – that section of Board policy that defines the boundaries of prudence and ethics within which the Board permits the chief executive officer to make decisions.

“Governance” – the process by which a small group of persons, acting on behalf of an organization’s owners, cause that organization to achieve what it should and avoid what is unacceptable.

“Holism” – the theory that parts of a whole are in intimate interconnection, such that they cannot exist independently of the whole, or cannot be understood without reference to the whole, which is thus regarded as greater than the sum of its parts.

“Governance Process” – that section of Board policy that sets out the manner in which the Board operates, including its philosophy, accountability and discipline.

“Means” – any operational activities that are not Ends. Means include activities, practices, methods, technology, conduct, systems, and a host of operational decision areas.

“Members” – the classes or groups of members that Engineers Canada is authorized to establish pursuant to the *Canada Not-for-profit Corporations Act* and the Engineers Canada Articles of Continuance.

“Monitoring Chief Executive Officer Performance” – the process of comparing performance data against a reasonable interpretation of either Ends or Executive Limitations.

“Owners” – The regulators, from whom the Board derives its legal and/or moral authority and to whom the Board owes ultimate allegiance.

“Ownership Linkage” – a program of Board dialogue and deliberation with Owners to inform Board policy development with particular emphasis on the Ends.

“Policy” – A value or perspective that underlies action, expressed and formatted in line with policy governance principles. Policies may be adopted, amended or repealed as per the by-laws.

“Policy Governance Model” – a practical approach for enabling Board members to ensure organizational performance that reflects the Owners’ best interests. The model provides an internally consistent framework of principles and practices for the efficient and effective organization of the Board’s thoughts, activities, structure and relationships.

“Quorum” – the minimum number of Directors or Committee members required to conduct Engineers Canada’s business.

“Reasonable Interpretation” – in delegating decisions beyond the ones recorded in Board policies, the Board grants the chief executive officer the right to use any reasonable interpretation of those policies. A reasonable interpretation is one that the Board agrees would be likely to be considered reasonable by a prudent person in a similar situation.

“Required Approvals Agenda” – the portion of the Board agenda containing any matter or document that the Board determines it must formally approve but which is otherwise in the chief executive officer’s domain. The Board treats these items as approvable as long as the chief executive officer provides sufficient evidence of compliance with relevant Board policies. If concerns are raised the Board may move the item onto the overall agenda for further discussion.

“Rev” – a revision approved by the Governance Committee that is a non-material change in accordance with policy GP-9.3 “Governance Committee Terms of Reference”.

“Standing Committee” – A Board Committee with a majority of non-Board members nominated regionally with membership approved by the Board.

“Self-evaluation of Governance Process” – how the Board rates itself at a meeting as to how well it followed the policy governance style committed to.

“Strategic Plan” – the strategic plan prepared by the chief executive officer.

“Task Force” – a group of people appointed by the Board to consider some specific matter. A task force ceases to exist as soon as its task is complete.



E PURPOSE

Engineers Canada exists to provide national support and leadership on behalf of the regulators to promote and maintain the integrity, honour, interests and excellence of the profession at a cost that is justified by the results.

E-1 REGULATORY EXCELLENCE

- E-1 A framework, standards, practices and systems and a means to effectively transfer knowledge to facilitate regulatory excellence are available to the regulators. This is highest priority among Ends and shall be allocated no less than 40 percent of the operational budget.
- E-1.1 Canadian engineering programs that meet the academic requirements for licensure are accredited.
- E-1.2 Information, systems and agreements to facilitate mobility for registered engineers are available and promoted.
- E-1.3 Information, systems and agreements to facilitate assessment of foreign credentials are available and promoted.

E-2 CONFIDENCE IN THE PROFESSION

- E-2 Stakeholders have evidence that engineers meet high standards, practise with competence and integrity, and that their work and self-regulation benefit society. This End shall be allocated between 15 and 25 percent of the operational budget.
- E-2.1 Timely and relevant national positions and expertise are available to the federal government and policy makers.
- E-2.2 Stakeholders have information about public confidence and public expectations of the profession.
- E-2.3 National and international information and trends on self-regulation are available to regulators.

E-3 SUSTAINABILITY OF THE PROFESSION

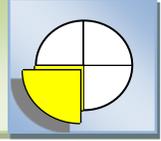
- E-3 Stakeholders have information regarding how engineering is practiced in Canada and engineering is recognized as an attractive profession. This End shall be allocated between 15 and 25 percent of the operational budget.
- E-3.1 Sustainable membership of the profession is reflective of Canadian demographics.
- E-3.2 Most graduates from Engineers Canada accredited programs apply for licensure in Canada.
- E-3.3 Policy makers use studies, reports, trends and information in decision making.
- E-3.4 Regulators and government recognize new areas of engineering practice.
- E-3.5 The professional, social and economic needs of licensed engineers are met.

E-4 PROTECTION OF THE ENGINEERING TERMS

- E-4 The public is not misled by improper use of terms, titles, images, and words that are integral to the engineering brand. This End shall be allocated no more than 10 percent of the operational budget.

BMD GLOBAL BOARD-MANAGEMENT DELEGATION

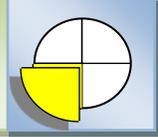
May 2014 rev 1



The Board's sole official connection to the operational organization, its achievements, and conduct, will be through the chief executive officer.

BMD-1 UNITY OF CONTROL

May 2014 rev 1



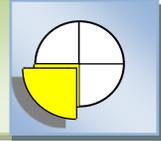
Only approved motions of the Board are binding on the chief executive officer.

Accordingly:

1. Decisions or instructions of individual Directors, officers, Advisors, or committees are not binding on the chief executive officer except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Directors or committees requesting information or assistance without Board authorization, the chief executive officer can refuse such requests that require, in the chief executive officer's opinion, a material amount of staff time or funds or are disruptive.
3. Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the chief executive officer.

BMD-2 ACCOUNTABILITY OF THE CHIEF EXECUTIVE OFFICER

May 2014 rev 1



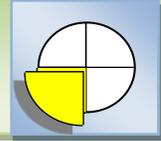
The chief executive officer is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the chief executive officer.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the chief executive officer. EL-7, states that the chief executive officer shall not allow the Board to be uninformed or unsupported in its work.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the chief executive officer.
3. The Board will view the chief executive officer's performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and compliance with Executive Limitations will be viewed as successful chief executive officer performance. Therefore the chief executive officer's job contributions shall be accomplishment of the Ends while maintaining compliance with the Executive Limitations.

BMD-3 DELEGATION TO THE CHIEF EXECUTIVE OFFICER

May 2014 rev 2



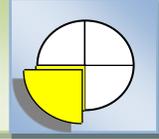
The Board will instruct the chief executive officer through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the chief executive officer to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the chief executive officer to achieve certain results, for certain recipients at a specified cost. These will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.
2. The Board will develop policies that limit the latitude the chief executive officer may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that the Board would find unethical or imprudent, and therefore unacceptable, even if they were to be effective. These will be called Executive Limitations policies. The Board will never prescribe organizational means delegated to the chief executive officer.
3. All policies will be developed systematically from the broadest, most general level to more defined levels.
4. As long as the chief executive officer uses *any reasonable interpretation* of the Board's Ends and Executive Limitations policies, the chief executive officer is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the chief executive officer shall have full force and authority as if decided by the Board.
5. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and chief executive officer domains. By doing so, the Board changes the latitude of choice given to the chief executive officer. But as long as any particular policy is in place, the Board will respect and support the chief executive officer's choices. This does not prevent the Board from obtaining information from the chief executive officer about the delegated areas, except for data protected by privacy legislation.
6. Changes to the accreditation criteria and qualifications criteria require Board approval.

BMD-4 MONITORING CHIEF EXECUTIVE OFFICER PERFORMANCE

February 2016 rev 5



Systematic and rigorous monitoring of chief executive officer's job performance will be solely against the only expected chief executive officer job outputs: organizational accomplishment of Ends and organizational operation within the boundaries established in Executive Limitations.

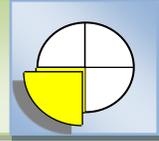
1. Monitoring is simply to determine the degree to which Board policies are being fulfilled. Only information that does this will be considered to be monitoring.
2. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.
3. A given policy may be monitored in one or more of three ways:
 - 3.1. *Internal report*: Disclosure of compliance information by the chief executive officer, along with his or her explicit interpretation of Board policy, and justification for the reasonableness of interpretation.
 - 3.2. *External report*: Discovery of compliance information by an impartial, external auditor, inspector or judge who is selected by and reports directly to the Board. The external party will first be provided with the chief executive officer's explicit interpretation of the policy and justification for the reasonableness of interpretation. The report must assess the reasonableness of the interpretation of Board policy, and compliance with it. The basis for assessment is *not* the standards of the external party, unless the Board has previously indicated that party's opinion to be the standard.
 - 3.3. *Direct Board Inspection*: Discovery of compliance information by a designated Board Director, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board that assesses compliance with policy, with access to the chief executive officer's justification for the reasonableness of his/her interpretation. Such an inspection is only undertaken at the instruction of the Board.
4. In every case, the Board will judge (a) the reasonableness of the chief executive officer's interpretation and (b) whether data demonstrate accomplishment of the interpretation.
5. The standard for compliance shall be *any reasonable* chief executive officer *interpretation* of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than interpretations favoured by Board Directors or even the Board as a whole.
6. Upon the choice of the Board, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the Board according to frequency and method.

7. The monitoring schedule for Ends and Executive Limitations policies follows:

POLICY	WHO	MONITORING METHOD	BOARD MEETING FOR THE REPORT
ENDS			
E Engineers Canada's Purpose	CEO	Internal report	Spring
E-1 Regulatory Excellence	CEO	Internal report	Spring
E-2 Confidence in the Profession	CEO	Internal report	Winter
E-3 Sustainability of the Profession	CEO	Internal report	Winter
E-4 Protection of the Engineering Terms	CEO	Internal report	Fall
EXECUTIVE LIMITATIONS			
EL General Executive Constraint	CEO	Internal report	Spring
EL-1 Treatment of Staff and Volunteers	CEO	Internal report	Spring
EL-2 Treatment of Regulators	CEO	Internal report	Spring
EL-3 Financial Condition	CEO	Internal report	Fall and Winter
EL-4 Asset Protection	CEO	Internal report	Fall
EL-5 Planning	CEO	Internal report	Spring
EL-6 Compensation and Benefits	CEO	Internal report	Fall
EL-7 Communication and Support to the Board	CEO	Internal report	Winter
EL-8 Position Statements	CEO	Internal report	Winter
EL-9 Accreditation and Qualifications Boards	CEO	Internal report	Fall

BMD-5 CHIEF EXECUTIVE OFFICER COMPENSATION AND EXPENSES

February 2016 rev 4



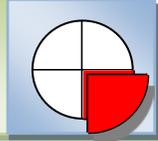
Chief executive officer compensation will be decided by the Board and based on performance evaluation and executive market conditions. Chief executive officer expense reimbursement will be as described below.

1. A formal evaluation of the chief executive officer by the Board will occur annually, immediately following the Fall (October) Board meeting, based on the achievement of the Board's Ends Policies and non-violation of its Executive Limitations policies. This formal evaluation will be conducted by cumulating the regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports, and identifying performance trends evidenced by that data.
2. The market for compensation of comparable executive positions in government, industry, and associations will be used to establish a standard range of executive compensation. The Board's assessment of performance as determined above shall be used to determine the appropriate compensation level within the market range. Annually, in October of each year a senior partner at a qualified HR consulting firm will be asked to provide data regarding level of executive compensation for consideration of an annual adjustment.
3. The Compensation Committee shall provide the Board with the relevant data needed, including but not limited to:
 - The cumulative summary of regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports.
 - A comparison of year-to-year performance regarding achievement of Ends and compliance with Executive Limitations policies.
 - The executive market conditions.
4. Salary adjustments will be effective immediately following the October Board meeting.
5. The chief executive officer is authorized to incur reasonable expenses related to conducting Engineers Canada business. Claims for reasonable expenses other than those noted below must be clearly identified with an explanation.
 - Refundable economy cabin airfare for flights with a total daily flight time of up to six hours and business class airfare for flights over six hours.
 - Car rentals including full coverage insurance and gasoline.
 - First class rail fare.
 - Taxis and Limousines including tips.
 - Personal Vehicles at Engineers Canada published rate.
 - Parking and toll claims.
 - Reasonable care expenses for dependent family members to a maximum of \$1,500 in a calendar year.
 - Medical and Travelers' Accident Insurance. Claims must be made in accordance with the Insurance Policy.

-
- Pre-travel medical consultations, vaccines and medications required for international travel
 - Reasonable accommodations, including tips.
 - Meals including tips.
 - Reasonable hospitality for Board members, regulators' staff and volunteers and staff.
 - Claiming the maximum travel expenses to purchase a ticket for others.
- 5.1. The chief executive officer's partner may be invited to specific events to promote an atmosphere of friendship and goodwill, and to encourage new contacts and reinforce existing relationships, with a view to establishing and fostering relationships with engineering organizations. Expenses for the chief executive officer's partner (or for the partner of the chief executive officer's designate) will be reimbursed whenever the chief executive officer (or designate) attends meetings and functions on behalf of Engineers Canada.
6. Reasonable expenses shall be reimbursed within 30 days of receipt of the expense claim when proper documentation (receipts and/or explanations) has been provided.
- 6.1. There shall be no reimbursement for claims received more than one year after the expense has been occurred.
- 6.2 The president shall authorize the reimbursement of the expenses of the chief executive officer.

EL GENERAL EXECUTIVE CONSTRAINT

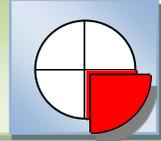
February 2016 rev 2



The chief executive officer shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent, unlawful, or in violation of commonly accepted business and professional ethics, or in conflict with the regulatory role of the regulators.

EL-1 TREATMENT OF STAFF AND VOLUNTEERS

August 2016 rev 3



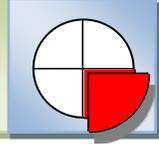
The chief executive officer shall not cause or allow working conditions for staff or volunteers under the chief executive officer's authority that are unfair, undignified, unsafe, disorganized, or unclear.

Further, without limiting the scope of the above statement, the chief executive officer shall not:

1. Allow staff to be without clear and objective expectations of performance and assessment of performance results.
2. Operate without written human resource policies that clarify expectations and working conditions for staff, provide for effective handling of grievances, and protect against wrongful conditions such as harassment, nepotism, and grossly preferential treatment for personal reasons.
 - 2.1. Operate without policies which protect workers when, acting in good faith, they report unethical, unlawful, or unprofessional conduct.
3. Retaliate against any staff member for non-disruptive expression of dissent.
4. Allow staff to be unacquainted with the chief executive officer's interpretation of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

EL-2 TREATMENT OF REGULATORS

August 2016 rev 6



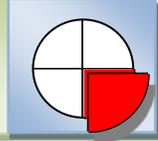
The chief executive officer shall not cause or allow conditions, procedures or decisions which impede productive relations with regulators.

Further, without limiting the scope of the above statement by the following list, the chief executive officer shall not:

1. Permit regulators to be without easy access to clear information about the privileges and responsibilities of membership.
2. Use methods of collecting, reviewing, storing or transmitting regulator information that fail to protect against improper access to the information elicited.
3. Operate without consideration of the viewpoints of the regulators regarding operational means which directly impact the regulators.
4. Operate without ensuring that regulator comments and complaints are responded to fairly, consistently, respectfully, and in a timely manner.
5. Neglect to advise regulators in a timely manner about issues that Engineers Canada is aware of which may impact the profession and/or regulators.

EL-3 FINANCIAL CONDITION

September 2015 rev 7



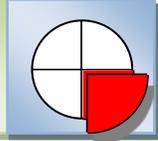
With respect to the actual ongoing financial conditions and activities, the chief executive officer shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities allocation established in *Ends* policies.

Further, without limiting the scope of the above statement by the following list, the chief executive officer shall not:

1. Borrow funds other than in keeping with the Board's Borrowing Resolution or providing credit facilities for overdraft protection and corporate credit cards.
2. Shift funds between accounts unless those funds can be returned within 30 days without borrowing.
3. Allow the untimely payment of payroll and debts.
4. Write off receivables without having first aggressively pursued payment after a reasonable grace period.
5. Allow tax payments or other government ordered payments or reports to be overdue, inaccurately filed or not filed at all.
6. Acquire, encumber or dispose of land or buildings or create or purchase any subsidiary corporation.
7. Use reserve funds identified in GP-14 without a plan to restore the reserves to target levels over time.

EL-4 ASSET PROTECTION

September 2016 rev 7



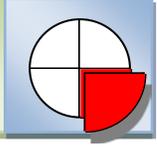
The chief executive officer shall not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, without limiting the scope of the above statement, the chief executive officer shall not:

1. Fail to insure the organization against theft and casualty losses to at least 80 percent of replacement value and against liability and travel-related losses to Board members, employees or the organization itself in an amount less than the average for comparable organizations.
2. Unnecessarily expose the organization, its Board, or staff to claims of liability.
3. Allow uninsured personnel access to material amounts of funds.
4. Receive, process or disburse funds without sufficient controls to meet the standards of the Auditor appointed by the Members.
5. Operate without a disaster plan and fire safety policies, which must be readily available to all staff, and reviewed annually with all staff.
6. Cause or allow buildings and equipment to be subjected to improper wear and tear or insufficient maintenance.
7. Make purchases without due consideration to quality, after-purchase service, value for dollar, and opportunity for fair competition.
 - 7.1 Make any purchase wherein normally prudent protection has not been given against conflict of interest.
8. Compromise the independence of the Board's audit or other external monitoring or advice.
9. Allow intellectual property, information or files to be exposed to loss or significant damage.
10. Operate without prudently investing funds which are not immediately required for operations.
11. Hold non-invested funds in insecure instruments, including uninsured checking accounts
12. Create or purchase any subsidiary corporation.

EL-5 PLANNING

September 2016 rev 6



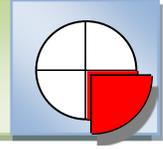
The chief executive officer shall not permit planning that allocates resources in a way that deviates materially from Ends priorities, that risks fiscal jeopardy, or that is not derived from a multi-year plan.

Further, without limiting the scope of the above statement by the following list, the chief executive officer shall not:

1. Operate without a multi-year plan that can be expected to achieve a reasonable interpretation of the Ends.
2. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.
3. Operate without a budget for any fiscal period or the remaining part of any fiscal period that is derived from the strategic plan and Board priorities established in Ends policies.
 - 3.1. Omit credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, and disclosure of planning assumptions.
 - 3.2. Provide for less than the amount determined annually by the Board for its needs outlined in GP-4 Investment in Governance.
 - 3.3. Fail to present the budget in the same format as financial statements.
4. Operate without a plan which anticipates and prepares for the replacement and addition of the organization's capital needs.
5. Operate without succession planning processes in place to facilitate operations during key personnel transitions and ensure operation of the organization in all areas over the long term.
6. Permit the organization to be without sufficient organizational capacity for the competent operation of the organization to continue in the event of sudden loss of chief executive officer services.

EL-6 COMPENSATION AND BENEFITS

May 2014 rev 1



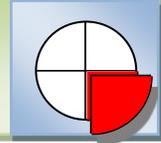
With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the chief executive officer shall not cause or allow jeopardy to fiscal integrity or public image.

Further, without limiting the scope of the above statement by the following list, the chief executive officer shall not:

1. Change his/her own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create obligations over a longer term than revenues can be safely projected.
5. Establish or change pension benefits.
6. Establish expense reimbursement levels which are inconsistent with those of comparable organizations.

EL-7 COMMUNICATION AND SUPPORT TO THE BOARD

September 2016 rev 7



The chief executive officer shall not permit the Board to be uninformed or unsupported in its work.

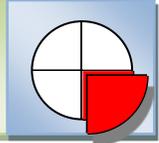
Further, without limiting the scope of the above statement by the following list, the chief executive officer shall not:

1. Neglect to submit the monitoring data required by the Board (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, including explicit chief executive officer interpretations of the Board policies being monitored and evidence of compliance.
2. Allow the Board to be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy, regardless of the Board's monitoring schedule.
3. Allow the Board to be unaware of any incidental information it requires, including anticipated media coverage, threatened or pending lawsuits, and material or publicly visible external and internal changes or events, including changes in executive personnel, material changes in staff compensation or benefits, material changes in revenue, quarterly financial statements, and the insurance coverage extended to Board Members and Board committee members conducting Engineers Canada business.
4. Allow the Board to be unaware that, in the chief executive officer's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the chief executive officer.
5. Present information in an untimely manner, in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among monitoring, decision preparation, and general incidental or other information.
6. Allow the Board to be without a workable mechanism for official Board, officer or Board committee communications.
7. Deal with the Board in a way that favours or privileges certain Board members over others, except when (a) fulfilling individual requests for information or (b) responding to Officers or Committees duly charged by the Board.
8. Neglect to supply for the Required Approvals Agenda all items delegated to the chief executive officer, yet required by law, regulation or contract to be Board-approved, along with the applicable monitoring information.
9. Allow the Board to be without reasonable administrative support for Board activities including, but not limited to resources supporting the work of the Accreditation Board and the Qualifications Board.

10. Fail to synthesize inputs, develop a draft, and report on measurable progress on achieving the strategic plan.

EL-8 POSITION STATEMENTS

February 2016 rev 4



When developing or changing formal statements of the public position of Engineers Canada, the chief executive officer shall not fail to ensure that the development of such Position Statements is based on adequate research and consultation.

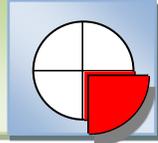
Further, without limiting the scope of the above statement by the following list, the chief executive officer shall not develop statements without:

1. Input of regulators through a transparent process.
2. Ensuring that relevant research findings and literature have been considered.
3. Advising the Board if there are any contentious issues related to the proposed position.
4. Bringing the Position Statement to the Board for approval prior to release.
5. Ensuring that any Position Statements are current, have a renewal date and are revised or rescinded prior to their renewal date.

EL-9

ACCREDITATION AND QUALIFICATIONS BOARDS

August 2016 rev 1

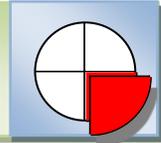


The CEO shall not make accreditation decisions, conduct accreditation visits, change accreditation criteria or approve QB products.

The Chief Executive Officer shall not allow the Accreditation Board and/or the Qualifications Board to be without the support services required to produce the products stipulated in their terms of reference.

EL-10 IMAGE PROTECTION

September 2016



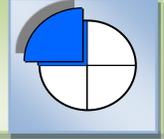
The chief executive officer shall not endanger the organization's public image, credibility, or its ability to accomplish the Ends.

Further, without limiting the scope of the above statement by the following list, the chief executive officer shall not:

1. Develop or continue collaborative or sponsorship relationships with organizations whose principles or practices are incompatible with achievement of the Ends or other values expressed in the Board's policies.
2. Change the organization's name or substantially alter its identity in the community.

GP GLOBAL GOVERNANCE PROCESS

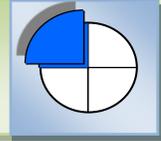
February 2016 rev 2



The purpose of the Board is to ensure, on behalf of the regulators, that Engineers Canada achieves appropriate results for the appropriate stakeholders at an appropriate cost (as specified in the Ends policies), and avoids unacceptable actions and situations.

GP-1 GOVERNING STYLE

February 2016 rev 3



The Board will govern with an emphasis on outward vision, commitment to obtaining owners' input, encouragement of diversity in viewpoints, strategic leadership, clear distinction of Board and staff roles, collective decisions, and a proactive, future focus and will not be focused on internal, administrative details.

1. The Board, not the staff, will be responsible for excellence in governing. The Board will be an initiator of policy, not merely a reactor to staff initiatives.
2. The Board will cultivate a sense of group responsibility. The Board will use the expertise of individual Directors and Advisors to enhance the ability of the Board as a body to make policy, rather than to substitute their individual judgements for the group's values.
3. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the operational organization, not on the administrative means of attaining those effects.
4. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, ensuring the continuity of governance capability, and fiduciary responsibilities. Although the Board can change its governance process policies at any time, it will scrupulously observe those currently in force.
 - 4.1 The Board will not allow any Board member, or committee of the Board, to hinder or be an excuse for not fulfilling board obligations.
5. Continual Board development will include orientation of new Directors and Advisors to the Board's governance process and periodic scheduled Board discussion of Board performance and process improvement.
6. The Board will evaluate and discuss the Board's process and performance at each meeting. Self-evaluation will include comparison of Board activity and discipline to policies in the Governance Process and Board-Management Delegation categories.
7. The monitoring schedule for Governance Process and Board-Management Delegation policies follows:

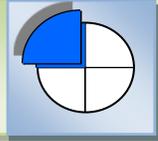
POLICY	WHO	MONITORING METHOD	BOARD MEETING FOR THE REPORT
GOVERNANCE PROCESS			
GP Global Governance Process	Board	Director review	Even years – Winter

GP-1 Governing Style	Board	Director review	Even years – Winter
GP-2 Board Job Contributions	Board	Director review	Even years – Fall
GP-3 Code of Conduct	Board	Director review	Even years – Fall
GP-3.1 Engineers Canada Director Terms of Reference	Board	Director review	Even years – Winter
GP-3.2 Engineers Canada Advisor Terms of Reference	Board	Director review	Even years – Winter
GP-4 Investment in Governance	Board	Director review	Odd years – Spring
GP-5 President's Role	Board	Director review	Odd years – Spring
GP-6 Board Planning Cycle and Agenda Control	Board	Director review	Even years – Spring
GP-7 Special Rules of Order	Board	Director review	Even years – Spring
GP-7.1 Process for In Camera Session	Board	Director review	Even years - Spring
GP-8 Board Committee and Task Force Principles	Board	Director review	Odd years – Winter
GP-9 Board Committee and Task Force Structure	Board	Director review	Odd years – Winter
GP-9.1 Executive Committee Terms of Reference	Board	Director review	Odd years – Fall
GP-9.1.1 Executive Committee Nomination and Election Process	Board	Director review	Odd years – Fall
GP-9.2 Audit Committee Terms of Reference	Board	Director review	Even years – Fall
GP-9.3 Governance Committee Terms of Reference	Board	Director review	Even years – Winter
GP-9.4 Compensation Committee Terms of Reference	Board	Director review	Odd years – Fall
GP-9.5 Accreditation Board Terms of Reference	Board	Director review	Odd years – Winter
GP-9.6 Qualifications Board Terms of Reference	Board	Director review	Even years – Winter
GP-10 Board, Committee and Other Volunteer Expenses	Auditors	External report	Spring
GP-11 Board Linkage with Ownership	Board	Director review	Even years – Spring

GP-11.1 Linkages Task Force Terms of Reference	Board	Director review	Even years - Spring
GP-12 Board Linkage with Other Organizations	Board	Director review	Odd years – Spring
GP-13 Governance Succession Planning	Board	Director review	Odd years – Winter
GP-14 Reserve Funds	Board	Director review	Odd years – Spring
BOARD-MANAGEMENT DELEGATION			
BMD Global Management-Board Delegation	Board	Director review	Odd years – Winter
BMD-1 Unity of Control	Board	Director review	Even years – Winter
BMD-2 Accountability of the Chief Executive Officer	Board	Director review	Odd years – Fall
BMD-3 Delegation to the Chief Executive Officer	Board	Director review	Even years – Fall
BMD-4 Monitoring Chief Executive Officer Performance	Board	Director review	Odd years – Winter
BMD-5 Chief Executive Officer Compensation and Expenses	Board	Director review	Even years – Winter

GP-2 BOARD JOB CONTRIBUTIONS

February 2016 rev 3



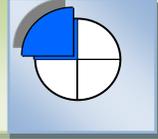
Specific job outputs of the Board, as an informed agent of the entire ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to:

1. Create the link between the regulators, as the ownership, and the operational organization.
2. Create written governing policies that address the broadest levels of all organizational decisions and situations:
 - 2.1. *Ends*: What good or benefit the organization is to produce, for which recipients, at what worth.
 - 2.2. *Executive Limitations*: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
 - 2.3. *Governance Process*: Specification of how the Board conceives, carries out and monitors its own tasks.
 - 2.4. *Board-Management Delegation*: How authority is delegated and its proper use monitored; the chief executive officer role, authority, and accountability.
3. Ensure organizational performance on Ends and Executive Limitations through structured monitoring of the chief executive officer as outlined in policies on Board-Management Delegation.
4. Make operational decisions that the Board has prohibited the chief executive officer from making through its Executive Limitations policies.
5. Make decisions related to the Qualifications Board and the Accreditation Board consistent with GP-9.5 and GP-9.6.

GP-3 CODE OF CONDUCT

February 2016 rev 3



The Board shall conduct itself in an ethical, professional and lawful manner. This includes proper use of authority and appropriate decorum. Board members shall treat one another and staff members with respect, co-operation and a willingness to deal openly on all matters.

1. Board members and members of Board committees must have loyalty to the entire ownership, unconflicted by loyalties to the chief executive officer, staff, other organizations or personal interests.
2. Directors shall discharge their duties honestly and in good faith and in accordance with s. 148 of the *Canada Not-for-profit Corporations Act*.
3. Directors have an on going obligation to disclose conflicts of interest in accordance with s. 141 of the *Canada Not-for-profit Corporations Act*.
 - 3.1. Board members and members of Board committees shall not use their Board position to obtain employment at Engineers Canada for themselves, family members, or close associates. Board members must resign from the Board before applying for employment with Engineers Canada.
4. Board members and members of Board committees shall maintain confidentiality with respect to all matters that come into their knowledge or possession in the course of performing their duties in accordance with GP-3.0.1 Confidentiality Policy.
5. Board members and members of Board committees shall not attempt to exercise individual authority over the chief executive officer or staff unless authorized by the Board.
6. Board members and members of Board committees shall not attempt to interact with the public, press or other entities or speak on behalf of the Board except to repeat explicitly stated Board decisions unless authorized by the Board.
7. Board members and members of Board committees, except the chief executive officer, will not express individual judgments of performance of the chief executive officer or staff other than during participation in Board deliberations.
8. Board members and members of Board committees shall be familiar with the incorporating documents, by-law, policies and legislation governing Engineers Canada as well as the rules of procedure and proper conduct meetings so that decisions of the Board may be made in an efficient, knowledgeable and expeditious fashion.
9. Board members and members of Board committees will support the legitimacy and authority of Board decisions regardless of their personal position on the issue.
10. Board members and members of Board committees shall participate in Board educational activities that will assist them in carrying out their responsibilities.

11. Board members shall attend meetings on a regular and punctual basis and be properly prepared to participate in Board deliberations.
12. Board members and members of Board committees shall ensure that unethical activities not covered or specifically prohibited by the foregoing or any other legislation are neither encouraged nor condoned and are reported.
13. A Board member or a member of a Board committee 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 next Board meeting. The complaining party must be identified. If the complaining party is a Board member, he or she and the respondent Board member shall recuse themselves from any vote upon resolution or censure or other action by the Board. Board members that are found to have violated the Code of Conduct may be subject to the following sanctions and/or discipline:
 - requirement to discontinue or modify his or her conduct giving rise to the complaint;
 - resign his or her position as a Board or committee member;
 - a report to the Board member's regulatory body;
 - termination of position on the Board or the committee with or without notice; or
 - such other reasonable and prudent sanction as appropriate in the circumstances.
14. Upon appointment, Board members and members of Board committees shall sign an acknowledgment of GP-3.0.1 Confidentiality Policy.
15. Upon appointment, Directors shall sign GP-3.1.1 Director Consent and Declaration.

**Purpose**

Board members and members of Board committees have a duty to maintain confidentiality with respect to all matters that come into their knowledge or possession in the course of performing their duties.

General Requirements

1. The duty to maintain confidentiality and refrain from providing information or discussing any matter expressed in board, committee or task force meetings, does not apply to information that is already in the public domain and is authorized by the Board for discussion.
2. Board members and members of Board committees must take reasonable steps to ensure that information relating to all matters that come into their knowledge or possession is not improperly disclosed or used. This includes properly securing the source or location of the information in their possession or control.
3. Board members and members of Board committees must not disclose confidential information to family, friends, colleagues or others, and must not use this information for their own advantage or for the gain or advantage of others.
4. Once a decision is reached, Board members and members of Board committees should limit their comments to the decision per se and to the principles governing that decision. Board members must not discuss the varying opinions of individual members and, in particular, should not discuss their own opinion if this differs from the decision reached by the Board.
5. Board members and members of Board committees will not engage in discussion or activities which undermine the goals or the public perception of the Board or Engineers Canada.
6. Board members and members of Board committees will return any confidential information in their possession or control promptly upon ceasing to be a Board member or at the request of the Board or Engineers Canada.
7. Board members and members of Board committees will be proactive in identifying and reporting any breach of this policy.
8. Board members and members of Board committees are bound by this duty of confidentiality during their term as a Board member and this duty continues after their term ends.
9. Board members and members of Board committees will be required to sign a copy of this *Confidentiality Policy* as indicated below.

Acknowledgment of Policy

I acknowledge that I have read and understood this *Confidentiality Policy* and agree to conduct myself in accordance with it.

Signature _____

Name _____

Date _____

GP-3.0.2 DIRECTOR CONSENT & DECLARATION

February 2016 rev 1



I, the undersigned, hereby:

1. Consent to being elected and to acting as director of Engineers Canada, such consent to take effect immediately and to continue in effect until I give written notice revoking such consent or until I otherwise cease to be a director.
2. Consent to the holding of meetings of the Board by means of such telephone, electronic or other communication facilities as permitted by persons participating in the meetings to communicate with each other simultaneously and instantaneously. I consent to receiving information electronically.
3. Certify that I am eighteen years of age or older, that I do not have the status of a bankrupt and that I have not been declared incapable by a court in Canada or in another country.
4. Declare that I will conduct myself in accordance with Engineers Canada's by-law, policies, and Board decisions and with the *Canada Not-for-Profit Corporations Act*,

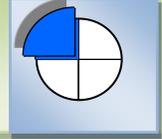
Signature _____

Name _____

Date _____

GP-3.1 DIRECTOR TERMS OF REFERENCE

February 2016 rev 2



The Board is comprised of Directors and Advisors collectively referred to as Board members. The terms of reference for Advisors are set out in GP-3.2.

1. Purpose

- 1.1 Provide a key linkage between the Board and the regulators.
- 1.2 Explore, debate, define and understand Engineers Canada's policies.
- 1.3 Ensure that the Board focuses on policy issues related to the engineering profession.
- 1.4 Set and monitor performance and expectations within the governance structure.

2. In order to fulfill their purposes, Directors shall:

- 2.1 Know the business of Engineers Canada.
- 2.2 Be informed of issues affecting, or likely to affect Engineers Canada and the regulators.
- 2.3 Contribute to the Board's decision-making process by:
 - Discussing all matters freely and openly at Board meetings.
 - Working towards achieving a consensus which respects divergent points of view and is in the collective interest of Engineers Canada and the regulators.
 - Respecting the rights, responsibilities and decisions of the regulators.
- 2.4 Participate actively in the work of the Board including by serving on committees or task forces to achieve the Ends.
- 2.5 Directors shall review all monitoring reports and make suggestions to strengthen policy governance by considering the following questions:
 - Is this policy necessary?
 - Does this policy clearly reflect the Board's intent?
 - Does this policy adequately set expectations for the CEO to enable me to monitor performance within the governance structure?
 - Are the expectations set out in this policy reasonably achievable by the CEO?
- 2.6 When assigned the director shall,
 - Complete form [Director Review of GP Policies](#), a template for discussion of Governance Process policies,
 - Act as the meeting monitor, to prepare the meeting evaluation report on the Board's governance process and complete form [Meeting Monitor](#), or
 - Act as the lead presenter of monitoring reports submitted by the CEO and complete form [Monitoring Report Assessment Tool](#).

3. Ownership Linkage

Directors shall provide a linkage with the regulators by communicating the views of the regulators to the Board and communicating the Board's views to the regulators. In order to do so, Directors shall:

- 3.1 Be knowledgeable of the rules, regulations, policies and procedures governing the regulator that nominated/elected them.
- 3.2 Be informed and knowledgeable about issues at their regulator by reviewing their regulator's council/board briefing books and the minutes of all council/board meetings, and attending council/board meetings.
- 3.3 Advise their regulator of issues to be discussed by the Board and seek input so as to be able to communicate their regulator's position to the Board.
- 3.4 Present and explain the views and positions of their regulation to the Board on issues which impact on the activities of their regulator or the policies that guide the operation of their regulator.
- 3.5 When requested by their regulator, request that an agenda item be added and specific time be allocated at a regular meeting of the Board for the Director to present reports and, where required, present resolutions for action by the Board.
- 3.6 Inform their regulator of the activities, decisions and plans of Engineers Canada by requesting that an agenda item be added and a specific time be allocated at each regular meeting of the regulator's council/board for the Director to present reports or to receive guidance and direction.
- 3.7 Keep confidential all information in respect of which the Director is required to sign a confidentiality agreement.

4. Additional Duties and Obligations

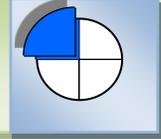
- 4.1 Directors shall comply with GP-3 Code of Conduct.
- 4.2 Directors shall comply with the duties and obligations of Directors as set out in Part 9 of the [Canada Not-for-profit Corporations Act](#).

5. Authority

- 5.1 As specifically set out in this policy or delegated by the Board.

GP-3.2 ADVISOR TERMS OF REFERENCE

February 2016 rev 2



The Board is comprised of Directors and Advisors collectively referred to as Board Members. The Terms of Reference for Directors are set out in GP-3.1.

1. Purpose

- 1.1 Provide a key linkage between the Board and the Accreditation Board, the Qualifications Board, the National Council of Deans of Engineering and Applied Science, and the Chief Executive Officer Group.

2. In order to fulfill their purpose, Advisors shall

- 2.1 Know the business of Engineers Canada.
- 2.2 Be informed of issues affecting, or likely to affect, Engineers Canada and the group they represent.
- 2.3 Participate actively in the work of the Board including by serving on committees or task forces to achieve the Ends.
- 2.4 Contribute to the Board's decision making process by:
 - Discussing all matters freely and openly at Board meetings.
 - Working towards achieving a consensus which respects divergent points of view and is in the collective interest of Engineers Canada and the regulators.
 - Respecting the rights, responsibilities and decisions of regulators and other organizations.

3. Group Linkage

Advisors shall communicate the views of the group that they represent to the Board and communicate the views of the Board to the group that they represent. In order to do so, Advisors shall:

- 3.1 Inform the group that they represent of the activities, decisions and plans of the Board.
- 3.2 When requested by the group they represent, Advisors shall request that an agenda item be added and a specific time be allocated at a regular meeting of the Board for the Advisors to present reports and, where required, present resolutions for action by the Board.
- 3.3 Advisors shall inform their groups of the activities, decisions and plans of the Board by requesting that an agenda item be added and a specific time be allotted at each regular meeting of their group to present reports or to receive guidance and direction.

4. Appointment of Advisors

4.1 There are five Advisors to the Board appointed by virtue of their office as follows:

- Chair - Canadian Engineering Accreditation Board,
- Chair - Canadian Engineering Qualifications Board,
- Chair - National Council of Deans of Engineering and Applied Science
- Chair - Chief Executive Officers Group
- Chief executive officer

4.2 Should the Chair of a group designated in 4.1 not wish to serve as an Advisor to the Board, the group may nominate one of its members to be the Advisor to the Board.

4.3 Advisors may delegate a representative to attend on his/her behalf.

4.4 Advisors serve while they hold the office set out in section 4.1.

5. Additional Duties and Obligations

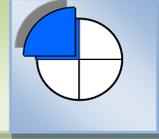
5.1 Advisors shall comply with GP-3 Code of Conduct.

6. Authority

6.1 As specifically set out in this policy or delegated by the Board.

GP-3.3 BOARD REPRESENTATIVES TERMS OF REFERENCE

August 2016 rev 1



Pursuant to G P-9.5 Accreditation Board (AB) Terms of Reference and G P-9.6 Qualifications Board (QB) Terms of Reference, members of the Board are appointed as Board Representatives to AB and QB.

1. Purpose
 - 1.1 To ensure the AB/QB are in compliance with Board policy.
 - 1.2 To provide governance support to the AB/QB chairs in their role as Advisors to the Board. Together Board Representatives and Advisors ensure Board direction is understood and that AB/QB recommendations are communicated to the Board for consideration. The Advisors are the key linkage between AB/QB and the Board. The duties of the Advisors are set out in GP-3.2 Advisor Terms of Reference.
 - 1.3 The senior Board Representative serves as the chair of the Nominating Committee.
2. In order to fulfill their purposes, Representatives shall:
 - 2.1. Know the business of Engineers Canada and AB/QB.
 - 2.2. Be informed of issues affecting, or likely to affect, Engineers Canada and AB/QB.
 - 2.3. Contribute to the Board and AB/QB's decision-making process by:
 - 2.3.1. Discussing all relevant AB/QB matters freely and openly at Board meetings.
 - 2.3.2. Discussing all relevant Board matters freely and openly at AB/QB meetings.
 - 2.4. Advise AB/QB of issues to be discussed by the Board and seek input so as to be able to communicate AB/QB's position to the Board.
 - 2.5. Provide a report to AB/QB at each meeting on discussions, decisions and activities of the Board relevant to AB/QB.
 - 2.6. Request that an agenda item be added and specific time be allocated at a meeting of AB/QB to present reports (when requested by the Board).
 - 2.7. Attend training and participate in an accreditation visit (for Board representatives to AB).

Authority

3. Representatives assist the Board in its work, while not interfering with Board holism. The Representatives may:
 - 3.1. Attend AB/QB meetings, including in-camera sessions.

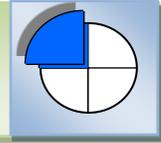
- 3.2. Present reports and recommendations to the Board to enhance the function of AB/QB.
- 3.3. Request that an agenda item be added and specific time be allocated at a meeting of the Board to present reports and recommendations and, where appropriate, present resolutions for action by the Board (when requested by AB/QB).

Restrictions on Authorities

4. Representatives have no authority to:
 - 4.1. Change Board policies.
 - 4.2. Approve Criteria for Accreditation or Procedures.
 - 4.3. Enter into financial agreements or authorize expenditures for AB/QB.
 - 4.4. Spend or commit organization funds, unless such funds are specifically allocated by the Board.
 - 4.5. Vote at AB/QB meetings.

GP-4 INVESTMENT IN GOVERNANCE

April 2015 rev 3



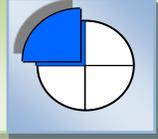
Consistent with its commitment to excellence in governance, the Board will invest in its governance capacity.

1. Board member designates shall be provided with information that clearly outlines the role of the Board, the necessary qualifications and the Board's expectations of Directors and Advisors.
2. Board skills, methods, and supports will be sufficient to ensure governing with excellence.
 - 2.1 New Board members shall receive a complete orientation to ensure familiarity with the organization's issues and structure, and the Board's process of governance.
 - 2.2 Board members shall receive training to enable an understanding of policy governance.
 - 2.3 Board members interested in serving on either the Governance Committee or the Executive Committee shall receive advanced policy governance training.
 - 2.4 Outside monitoring assistance shall be arranged so that the Board can exercise appropriate control over organizational performance. This includes, but is not limited to fiscal audit.
 - 2.5 For their future roles as president and as chair of the Governance Committee, the president-elect shall receive training to enable the full understanding of policy governance.
3. Costs of development and maintenance of excellence in governance capability will be prudently incurred.
 - 3.1 Prior to the budget cycle, the Board shall establish and be accountable, for an annual budget for its own governance functions, which shall include funds for meeting costs, Board Director attendance at conferences and conventions, improvement of its governance function, costs of fiscal audit and any other outside monitoring assistance required, and costs of methods such as focus groups, surveys and opinion analyses to enhance the Board's ability to understand owner viewpoints and values.
4. The Board shall establish governance process policies that will serve as standards against which the Board's performance can and will be measurable.
 - 4.1 Under the leadership of the president, at least annually the Board will conduct a self-evaluation. As a result of this evaluation, the Board will establish a governance action plan with specific goals and objectives for improvement of identified areas.

-
- 4.2. The Board will monitor its adherence to its own Governance Process and Board-Management Delegation policies regularly. Upon the choice of the Board, any policy can be monitored at any time. However, at minimum, the Board will both review the policies, and monitor its own adherence to them, every three years.

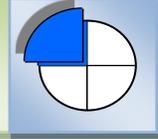
GP-5 PRESIDENT'S ROLE

May 2014 rev 2



The president, a specially empowered member of the Board, ensures the integrity of the Board's process, and, secondarily, represents the Board to outside parties.

1. The assigned result of the president's job is that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organization.
 - 1.1. Meeting discussion content will include only those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
 - 1.2. Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.
 - 1.3. Deliberation will be timely, fair, orderly and thorough, but also efficient and kept to the point.
2. The authority of the president consists of making decisions that fall within the range of topics (or issues) covered by Board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a chief executive officer and (b) instances where the Board specifically delegates portions of this authority to others. The president is authorized to use any reasonable interpretation of the provisions in these policies.
 - 2.1. The president is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
 - 2.2. The president has no authority to make decisions about policies created by the Board within *Ends* and *Executive Limitations* policy areas. The Board has the sole authority to direct the chief executive officer through its policies; therefore, the president has no authority to supervise or direct the chief executive officer.
 - 2.3. The president represents the Board to outside parties in announcing Board-stated positions and in stating president's decisions and interpretations within the area delegated to the president.
 - 2.4. The president may delegate this authority, but remains accountable for its use.
 - 2.5. The president can attend meetings of all Board committees as a non-voting ex-officio member, except for the Audit Committee.



To accomplish its job outputs with a governance style consistent with Board policies, the Board will follow an annual agenda which:

- a) completes a re-examination of Ends policies annually, and
 - b) continually improves Board performance through Board education and enriched input and deliberation.
1. The Board shall maintain control of its own agenda by developing each year, no later than the first quarter of the Board's term of office, an annual schedule which includes, but is not limited to:
 - 1.1. Considered review of the Ends in a timely fashion which allows the chief executive officer to build a budget.
 - 1.2. Linkage with the ownership to gain a representative mix of owner values, perceptions, and expectations, prior to the above review.
 - 1.3. Education related to Ends determination (for example, presentations relating to the external environment, demographic information, exploration of future perspectives which may have implications, presentations by advocacy groups, and staff).
 - 1.4. Regular review of the content of Executive Limitations, Governance Process and Board-Management Delegation policies. Policies will be assigned to Directors for initial review and suggestions through a rotation list maintained by the Governance Committee. The Board as a whole will engage in deliberation on those suggestions.
 - 1.5. Self-evaluation of the Board's own compliance with its Governance Process and Board-Management Delegation policies.
 - 1.6. Documentation of monitoring compliance by the chief executive officer with Executive Limitations and Ends policies, and for review of the policies themselves. Monitoring reports will be provided and read in advance of the Board meeting, and discussion will occur only if reports show policy violations, if reports do not provide sufficient information for the Board to make a determination regarding compliance, or if policy criteria are to be debated.
 - 1.7. Time for education about the process of governance.
 2. Based on the outline of the annual schedule, the Board delegates to the president the authority to fill in the details of the meeting content. Potential agenda items shall be carefully screened to ensure that they relate to the Board's job description, rather than simply reviewing staff activities. Screening questions shall include:
 - Clarification as to whether the issue clearly belongs to the Board or the chief executive officer.

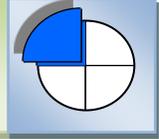
- Identification of what category an issue relates to: Ends, Executive Limitations, Governance Process, Board-Management Delegation.
- Review of what the Board has already said in this category, and how the current issue is related.

2.1. Agendas shall distinguish between policy decision-making and policy monitoring.

3. Throughout the year, the Board will attend to Required Approvals Agenda items as expeditiously as possible. When an item is brought to the Board via the Required Approvals Agenda, provided that compliance with all of the criteria in Executive Limitations has been demonstrated, the Board will not discuss the item prior to approval. An exception will be made only if a majority of the Board votes to remove the item from the Required Approvals Agenda for discussion.

GP-7 SPECIAL RULES OF ORDER

February 2016 rev 2



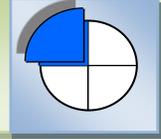
Board meetings will be conducted in an orderly, effective process, led and defined by the president in accordance with the *Robert's Rules of Order* unless otherwise described below.

1. All by-law obligations respecting Board meetings must be satisfied.
2. Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.
3. Meeting order and decorum shall be maintained and all Directors and Advisors treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.
4. Board members must keep their comments relevant to the issue under consideration.
5. Board meetings will be conducted at a level of formality considered appropriate by the president. Discussion of a matter may not occur prior to a proposal that action be taken on any given subject.
6. Proposals that the Board take action, or decide a particular matter, shall (unless otherwise agreed to by unanimous consent) be made by main motion of a Board Director, discussed, and then voted on. Motions require a seconder to proceed to discussion and subsequent vote.
 - 6.1. The president may not to the same extent as any Director, make motions, or engage in debate.
 - 6.2. The president may vote on any matter to be decided.
 - 6.3. A motion to amend a main motion may be amended but third level amendments are out of order.
 - 6.4. A motion to refer to a committee, postpone, or table, may be made with respect to a pending main motion, and if carried shall set the main motion (the initial proposal) aside accordingly.
7. Board members may speak to a pending motion on as many occasions, and at such length, as the president may reasonably allow.
8. A vote on a motion shall be taken when discussion ends but any Director may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the motion shall then be taken.

-
9. A majority vote will decide all motions before the Board excepting those matters in the by-law which oblige a higher level of approval.
 10. A motion to adjourn a Board meeting may be offered by any Director or, on the conclusion of all business, adjournment of the meeting may be declared by the president.
 11. A Board Director may request to have his or her vote on the record.
 12. When further rules of order are to be developed by the Board, the Board will consider the most recent edition of *Robert's Rules of Order* as a resource guide.

GP-7.1 PROCESS FOR IN CAMERA SESSIONS

September 2014

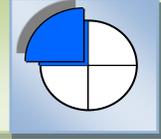


1. All meetings shall be open. For reasons such as the ones listed below, the meeting or part of a meeting may be closed to the public if the subject matter being considered concerns one of the following:
 - a) The security of the property of the organization;
 - b) Personal matters about an identifiable individual;
 - c) The proposed or pending acquisition of assets by the organization;
 - d) Labour relations or employee negotiations;
 - e) Litigation or potential litigation, including matters before administrative tribunals affecting the organization or a member;
 - f) The receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and
 - g) Any other matter which the Executive Committee or Board determines.
2. Before holding a meeting or part of a meeting that is to be closed to the public, the Executive Committee or Board must pass a motion to move in camera before discussion on any item on the in camera agenda may begin. The motion to go in camera will be placed before the Board or Executive Committee and the briefing note will identify which of the seven (7) reasons the meeting or a part of the meeting must be held in camera.
3. The motion to go in camera for any of the reasons a) to f) will require a simple majority to be carried. The motion to go in camera for reason g) will need a 2/3 majority to be carried.
4. At the beginning of every in camera session, members will need to determine who is allowed to participate in the in camera session. Persons invited to attend an in camera session must have a direct interest in the item to be discussed. Once attendees are determined, the chair will direct non-invitees to leave the meeting.
5. The chair will remind all attendees that all items to be considered in the in camera session are to remain confidential unless the group (Board or Executive Committee) directs otherwise.
6. In essence, a meeting or session in camera is no different than a regular meeting or part of a meeting of the Board or of the Executive Committee. Thus, decisions can be made providing that material for such decisions has been submitted two (2) weeks prior to a duly called meeting and according to Engineers Canada Rules of Order.
7. If it has been deemed by the Board or by the Executive Committee that such a decision should be recorded and reported back to the open part of the meeting, the secretary will record the decision in the regular/public minutes. Otherwise, all parties are bound to respect the confidentiality of the session.

8. Determination of whether minutes are taken will be done at each occasion where an in camera session is requested. If it is determined that in camera minutes are to be prepared, they will be done so in a separate document from the regular/public minutes. Once approved by the Board or Executive Committee at its next meeting, they will be kept under lock and key in the chief executive officer's office.
9. Minutes of in camera sessions, if prepared, will be clearly identified as confidential and will be distributed to, and approved by, members eligible to attend the session, at the next meeting. These will be protected by the confidentiality clause signed by members via their Oath of Office.
10. If participants of the in camera sessions are provided with paper copies of in camera minutes at a meeting, the recording secretary will ensure that the copies are collected and destroyed before the end of the meeting.

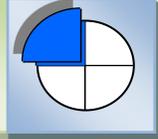
GP-8 BOARD COMMITTEE AND TASK FORCE PRINCIPLES

May 2014 rev 1



Board committees and task forces, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to chief executive officer.

1. Board committees and task forces are to help the Board do its job, never to help or advise the staff. Committees and task forces ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
2. Board committees shall not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the president or chief executive officer.
3. Board committees shall not exercise authority over staff. Because the chief executive officer works for the full Board, he or she will not be required to obtain approval of a Board committee or task force before an executive action, except where the committee or task force has been delegated specific authority to act on behalf of the Board.
4. A Board committee or task force that has helped the Board create a policy will not then be assigned to monitor compliance with that policy. This separation of responsibility for policy development and responsibility for monitoring policy compliance is to prevent a committee or task force from identifying with a part of the organization rather than the whole. The Board retains responsibility and authority to monitor organizational performance.
5. This policy applies to any group that is formed by Board action, whether or not it is called a committee or task force, and whether or not it includes Directors and Advisors. It does not apply to committees or task forces formed under the authority of the chief executive officer.
6. All committee or task force members shall abide by the same Code of Conduct as governs the Board.
7. Except as defined in written Terms of Reference, no Committee or task force has authority to commit the funds or resources of Engineers Canada.



A committee or task force is a Board committee or task force only if its existence and charge come from the Board, regardless of whether Directors and Advisors sit on the committee or task force. The only Board committees or task forces are those which are set forth in this policy. Unless otherwise stated, a task force ceases to exist as soon as its task is complete. The Board, acting on recommendations by the Executive Committee, shall appoint committee members. The Board shall appoint task force members.

The Board Committees are as follows

Executive Committee

Audit Committee

Governance Committee

Compensation Committee

Linkages Committee

Standing Committees of the Board

Accreditation Board

Qualifications Board

The task forces are as follows

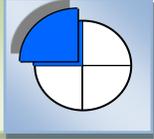
None identified

Process to Appoint Representatives to Standing Committees

- When an opening exists for an individual to be appointed by a region or province on a standing committee, the regulator affected will be informed of the qualifications required of that committee member. It will then be asked to put forward the name of a candidate to serve on the committee. Unless the nominating committee of the standing committee has justifiable objections, the candidate put forward by the association/ordre will be recommended to the Board for appointment to the committee. The nominating committee may suggest candidates to the regulator for their consideration.
- When an opening exists for an individual to represent the “members-at-large” on a standing committee, a candidate will be selected by the committee’s nominating committee from a list of names that have been submitted by the regulator and other groups. The name of that candidate will be submitted to his or her home regulator. Unless the regulator has justifiable objections, the candidate will be recommended to the Board for appointment to the committee.

GP-9.1 EXECUTIVE COMMITTEE TERMS OF REFERENCE

February 2016 rev 2



The Executive Committee enhances the Board's effectiveness and efficiency regarding matters of an urgent nature and meeting agendas.

Purpose/Product

1. Preparations which enhance the Board's ability to conduct its business in a productive manner and to make decisions on urgent matters, including:
 - 1.1. Decisions on behalf of the Board, only in urgent situations when it is not feasible to convene a quorum of the Board.
 - 1.2. Alternatives and options for the Board's consideration on any matter referred to the Committee by the Board.
 - 1.3. Advice to the president on agenda development as delegated by the Board.
 - 1.4. Determining Board representation at meetings and conferences of other organizations.
 - 1.5. Recommendations for membership of Board committees and task forces.

2. Authority

- 2.1. The Committee has no authority to change Board policies.
- 2.2. The Committee has authority to spend funds required for travel to meetings if meetings are required but the Committee has no authority to spend or commit other organization funds.
- 2.3. The Committee has authority to use staff resource time normal for administrative support around meetings.

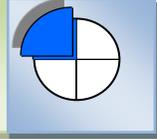
Composition

3. The Committee's composition shall enable it to function effectively and efficiently
 - 3.1 The Executive Committee shall be comprised of:
 - a) The President, the President-elect and the Past President;
 - b) One Director put forward by each Member that has a minimum of 60,000 Registrants;
 - c) One Director from PEGNL, APENS, APEPEI or APEGNB;
 - d) One Director from APEGM or APEGS;
 - e) One Director from APEGBC, APEY or NAPEG;
 - f) One Director from any Member; and
 - g) Two non-voting advisors, being the Chief Executive Officer of Engineers Canada and a representative of the Chief Executive Officers Group.

-
- 3.2 The president, the president-elect and the Past-president, shall be members of the Executive Committee and shall occupy three (3) of the seats described in 3.1 above, based on the region or province in which their respective regulators are located.
 - 3.3. The Committee is elected by the Board during the open portion of the annual Board meeting from within the current Engineers Canada Board in accordance with the nomination and election procedures described in GP-9.1.1.
 - 3.4. A vacancy occurring in the Committee prior to the next annual meeting of the Board shall be filled by the Board. The Board shall maintain the composition as set out in item 3.1.
 - 3.5. At least four (4) voting members of the Executive Committee constitute a quorum.

GP-9.1.1 EXECUTIVE COMMITTEE NOMINATION AND ELECTION PROCESS

February 2016 rev 4



The Board has a fair and transparent process to nominate and elect its members to the Executive Committee in keeping with requirements set out in the by-law.

Introduction

- 1.1 The Board shall elect the members to the Executive Committee annually at the spring Board meeting.
- 1.2 The Executive Committee holds office for the period from the close of the Annual Meeting of Members until the close of the next Annual Meeting of Members.

Eligibility

- 2.1 To serve as a member of the Executive Committee, a Director shall have either one year remaining in his/her term of office or have been nominated to serve for the ensuing year.
- 2.2 To serve as the President-elect, a Director shall have either three years remaining in his/her term of office or have been nominated to serve for the ensuing three years.
- 2.3 All candidates for election shall provide:
 - (a) A declaration of interest form (Appendix A), and
 - (b) A curriculum vitae that will be provided to the Board.

Nomination Procedures

- 3.1 The Past President shall act as the Nominating Committee and shall:
 - Maintain an impartial position.
 - Attempt to ensure that sufficient nominations are received.
 - Ask each region if they would like to designate one of their Directors as a member of the Executive Committee, prior to announcing the slate of candidates.
 - Prior to the spring Board meeting, at least:
 - two months in advance – issue a call for nominations to each Director, referencing this policy.
 - two weeks in advance – receive nominations and
 - confirm receipt of the documents required in section 2.3.
 - confirm that the Director has been elected or is nominated to serve the required term.
 - one week in advance – provide the Board with the slate of candidates and their curricula vitae.
- 3.2 Where no nominations are received for a position, the Board shall determine whether to fill the position and, if so, how the position will be filled.

Voting

4.1 Proxy votes are not permitted.

Scrutineers

5.1 The Board will appoint two persons to act as scrutineers, typically the Chief Executive Officer and the President of the Regulator where the meeting is held.

5.2 The scrutineers shall distribute, collect and count the ballots for each election.

Conduct of Elections

6.1 The chair of the Nominating Committee shall conduct the elections. If the chair of the Nominating Committee is unavailable or unwilling to conduct the elections, the Board shall appoint another Board member to act as chair and conduct the elections.

6.2 Positions shall be filled in the following order: President-elect, Regional Directors, Director-at-large.

6.3 If only one candidate is nominated for a position, the position shall be filled by acclamation.

6.4 If more than one candidate is nominated for a position, election for the position shall be by secret ballot.

6.5 Each candidate for a position, in alphabetical order by last name, may address the Board:

- Candidates for President-elect, for a maximum of five minutes, and
- Candidates for other positions, for a maximum of two minutes.

6.6 Each Director may cast one vote for each position.

6.7 In the event of two candidates for a position, the President will cast a second vote for one candidate and place the vote in a sealed envelope.

6.8 If one candidate receives a majority of the votes, that candidate shall be declared elected.

6.9 In the event, only following discard of abstentions or spoiled ballots, of a tie in the number of votes received as determined by the scrutineers during counting, the scrutineers shall open the sealed envelope and use the vote therein.

6.10 In the event of three or more candidates for a position, the President and Past President shall each cast a second vote for all but one of the candidates and place the votes in sealed envelopes.

6.11 If one candidate receives a majority of the votes, that candidate shall be declared elected. If no candidate is elected on the first ballot, the candidate receiving the lowest number of votes is removed and new ballots are successively presented, until a candidate receives a majority of the votes.

- 6.12 In the event, only following discard of abstentions or spoiled ballots, of a tie in the number of votes received by two or more candidates as determined by the scrutineers during counting, such that one candidate cannot be dropped from the next round of balloting, the scrutineers shall firstly open the President's sealed envelope and use the votes therein. If one candidate can still not be removed from the next round, the scrutineers shall open the Past President's sealed envelope and use the votes therein. If it is still not possible to remove one candidate, the result will be declared deadlocked and one or more further rounds of voting with all remaining candidates on the ballot will take place until the deadlock is broken.
- 6.13 The scrutineers will report the name of the successful candidate to the chair. The scrutineers will not report the vote totals or whether the sealed envelopes were used.
- 6.14 The chair will announce the successful candidate, being the candidate that received a majority of votes cast.
- 6.15 The candidate(s) not elected for President-elect will be asked if they will stand for election to the remaining Regional Director positions (assuming they meet the criteria for Regional Director) or for the Director-at-large position.
- 6.16 In the event that a region declines to appoint a Director for the Regional Director position, all Directors from that region are eligible to stand for election for the Regional Director position.
- 6.17 All Directors are eligible to stand for election for the Director-at-large position.
- 6.18 When the election is complete, the chair will request a motion to destroy the ballots.

APPENDIX A
DECLARATION OF INTEREST FORM

Date: _____

To: Chair, Nominating Committee

I, _____, am pleased to confirm that I am placing my name into nomination for election to the Engineers Canada Executive Committee for the position of:

President-elect _____

Other Director _____

I have attached my curriculum vitae, for distribution to the Board.

Term of Office

I have been elected as a director to serve the required term, or

I have been nominated by my regulator for an additional period to enable me to serve the term of office I am seeking.

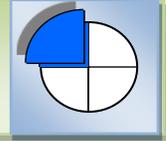
If elected, I would be pleased and honoured to serve the Board.

(Candidate Signature)

(Date)

GP-9.2 AUDIT COMMITTEE TERMS OF REFERENCE

February 2016 rev 5



The Audit Committee enhances the Board's effectiveness and efficiency in fulfilling its external and direct inspection monitoring responsibilities for fiscal policy.

Purpose/Products

1. A transparent process of review and disclosure that enhances stakeholder confidence in the organization's financial reporting.
 - 1.1 An effective Board relationship with the external financial auditor which enables professional, independent audit services.
 - 1.2 Options and implications for Board decision regarding selection of an auditor, including but not limited to the independence of potential auditors.
 - 1.3 Understanding by the auditor of the Board's requirements for an external examination of compliance with the financial policies as determined by the Board in its monitoring schedule as stated in BMD-4 Monitoring Chief Executive Officer Performance.
 - 1.4 An opinion for the Board's decision of the appropriateness of the scope in the auditor's proposal, including areas of audit risk, timetable, deadlines and materiality limits, and of the projected audit fee.
 - 1.5 An opinion for the Board, based on evidence required of the external auditor, as to whether the independent audit of the organization was performed in an appropriate manner.
 - 1.6 An annual report to the Board highlighting the committee's review of the audited financial statements and any other significant information arising from their discussions with the external auditor.
 - 1.7 An annual report to the Annual Meeting of Members to include:
 - The Board's recommendation concerning the audited financial statements
 - A summary of the auditors' observations together with Engineers Canada management response for Engineers Canada Board consideration; and,
 - The Board's recommendation for the appointment of the auditors.
 - 1.8 A report by the auditors on the appropriateness of the spending by the Board, the Board committees and Board officers based upon criteria in the Board GP-10 policy on Board expenses. The report shall be provided to the Board at its spring meeting.
 - 1.9 Current information for the Board on significant new developments in accounting principles or relevant rulings of regulatory bodies with implications for the Board's fiscal policies.

Authority

2. The Committee's authority enables it to assist the Board in its work, while not interfering with Board holism.
 - 2.1 The Committee has no authority to change or contravene Board policies.
 - 2.2 The Committee has no authority to spend or commit other organization funds, unless such funds are specifically allocated by the Board.
 - 2.3 The Committee has authority to use staff resource time normal for administrative support around meetings.
 - 2.4 The Committee does not have authority to instruct the chief executive officer or any other staff member, other than to request information required in the conduct of its duties, unless such authority has been delegated by the Board.
 - 2.5 The Committee has the authority to meet independently with the organization's external auditors.
 - 2.6 The Committee shall operate in accordance with the Board's Special Rules of Order policy.

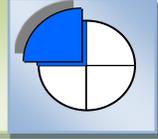
Composition

3. The Committee's composition shall enable it to function effectively and efficiently.
 - 3.1 On an annual basis the Board shall appoint Committee members as follows:
 - One Director as the Committee Chair
 - Two Directors
 - One representative with a professional accounting designation from a regulator
 - 3.2 No Directors of the Executive Committee shall be named to the Audit Committee.
 - 3.3 Committee members who are also Directors may serve a maximum of three one-year terms.
 - 3.4 The Board shall maintain sufficient continuity and develop future capacity in its Committee appointments.
 - 3.5 In the event of a vacancy prior to the conclusion of the term, the Board may fill the vacancy by appointment for the duration of the term. In the event that a member of the Audit Committee is temporarily unable to serve, an alternate may be appointed by the Board to act in the member's absence.
 - 3.6 The Committee Chair plus another two members of the Committee who are representatives from the Board and/or the regulators constitute a quorum.

-
- 3.7 Committee members shall possess competencies needed to provide the products expected of the committee.
 - 3.8 Committee members shall be capable of sufficiently communicating policy monitoring requirements to prospective and selected auditors.
 - 3.9 Committee members shall be financially literate (possess the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to those that could be reasonably expected to be encountered at Engineers Canada), or acquire such financial literacy within a reasonable period of time after appointment to the Committee.

GP-9.3 GOVERNANCE COMMITTEE TERMS OF REFERENCE

August 2016 rev 7



The Governance Committee enhances the Board's effectiveness and efficiency on matters relating to effective governance principles and policies.

Purpose/Products

1. The Governance Committee identifies practices and resources and plans for the education of Directors and other stakeholders regarding governance.
 - 1.1 An evaluation of the effectiveness of the governance model for serving the interests of Engineers Canada regulators annually by the annual meeting.
 - 1.2 Options for a Governance Action Plan based upon the Board's monitoring of its compliance with its policies and, if applicable, feedback from external governance expertise annually by the fall meeting.
 - 1.3 Board orientation process and materials updated annually at the spring meeting.
 - 1.4 A report of best practices for the application of policy governance in Engineers Canada annually at the spring meeting.
 - 1.5 Options for Board education for improving governance annually at the spring meeting.
 - 1.6 A plan for the education of stakeholders regarding the Board's governance system and practices annually at the spring meeting.
 - 1.7 Responses and advisories to concerned stakeholders drafted for the Board's consideration.
 - 1.8 In accordance with GP-4: Investment in Governance, a schedule of Governance Process and Board-Management Delegation review and monitoring with Board Directors assigned to prepare monitoring reports.
 - 1.9 Review of new policies for consistency with existing policies and governance system.
 - 1.10 Where changes are proposed to Board Committee Terms of Reference, the Governance Committee shall seek input from the relevant committee.

Authority

2. The Committee has the following authority:

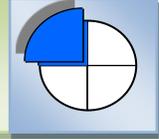
- 2.1 To make changes to Board policies, such as the correction of typographical and grammatical errors, to ensure the consistent use of terminology and plain language, and to update references. All such changes shall be ratified by the Board at its next meeting.
- 2.2 To request information from Engineers Canada staff persons as required for the efficient conduct of its purposes.
- 2.3 To use staff resource time as required for administrative support of the Committee.

Composition

3. The composition of the Governance Committee ensures continuity.
 - 3.1 The Committee is comprised of:
 - A chair (the past president)
 - Four (4) Board Directors, one of whom is the President
 - 3.2 Three voting members of the Governance Committee constitute a quorum.
 - 3.3 The Engineers Canada Board appoints the members of the Governance Committee for a one-year term. Members may be re-appointed. Reappointment of the members and staggered terms of office are desirable elements.

GP-9.4 COMPENSATION COMMITTEE TERMS OF REFERENCE

September 2015 rev 4



The Compensation Committee enhances the Board's effectiveness and efficiency regarding the determination of a fair and objective total rewards package for the chief executive officer.

Purpose/Products

1. The Committee provides information needed by the Board to determine the chief executive officer compensation in accordance with BMD-5 "Chief Executive Officer Compensation", including:
 - 1.1 A cumulative summary of regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports.
 - 1.2 A comparison of year-to-year performance regarding achievement of Ends and compliance with Executive Limitations policies.
 - 1.3 The executive market conditions.

Authority

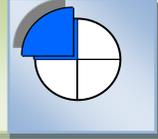
2. The Committee's authority enables it to assist the Board in its work, while not interfering with Board holism.
 - 2.1 The Committee has no authority to change or contravene Board policies.
 - 2.2 The Committee has no authority to spend or commit other organization funds, unless such funds are specifically allocated by the Board.
 - 2.3 The Committee has the authority to recruit or contract external resources to assist with its work within the budget allocated by the Board.
 - 2.4 The Committee has authority to use staff resource time normal for administrative support around meetings.
 - 2.5 The Committee does not have authority to instruct the chief executive officer or any other staff member, other than to request information required in the conduct of its duties.

Composition

3. The Committee consists of the voting members of the Executive Committee chaired by the past-president.
4. Four (4) Directors constitute a quorum.

GP-9.5 ACCREDITATION BOARD (AB) TERMS OF REFERENCE

February 2016 rev 9



The AB enhances the Board's effectiveness and efficiency on matters related to the accreditation of academic engineering programs.

Purpose/Products

1. The AB will produce a) information needed for the Board to make decisions on matters relating to engineering education and accreditation both in Canada and in other countries and b) assessments of academic engineering programs to determine if they meet accreditation criteria as approved by the Board.

In support of these purposes/products, the AB will:

- 1.1 Review on a regular basis, options and implications for the updating of criteria, policies, and procedures for evaluating engineering programs for accreditation or substantial equivalency purposes.
- 1.2 Undertake an evaluation of engineering programs for accreditation upon request of academic institutions and based upon the Board approved criteria.
- 1.3 Determine the equivalency of accreditation systems in other countries based upon the Board approved criteria.
- 1.4 Conclude negotiated international mutual recognition agreements at the education level based upon direction from the Board.
- 1.5 Provide regular reports to the Board regarding the status of international mutual recognition agreements pertaining to engineering education.
- 1.6 Maintain effective liaison with engineering accrediting bodies in other countries, with other professions' accrediting bodies, and with other relevant organizations.
- 1.7 Provide information and, when appropriate, options and implications, to the Board on international matters relating to engineering accreditation and engineering education including implementation and maintenance of international accreditation agreements.
- 1.8 Provide advice to regulators to enable more effective implementation of international agreements by the regulators.
- 1.9 Provide advice regarding accreditation criteria to Canadian higher education institutions during the development of new engineering programs.
- 1.10 Assure that developers of engineering accreditation systems in other countries have information regarding the Canadian engineering accreditation system.
- 1.11 Assure that relevant Canadian organizations understand the Canadian engineering accreditation system.

- 1.12 Accept feedback from relevant Canadian organizations regarding the Canadian engineering accreditation system.
- 1.13 Assure that information relevant to other engineering accreditation and engineering education initiatives (e.g., international work) is provided to the Board, the respective Board Committee, or the CEO.
- 1.14 Assure that administrators of assessed engineering programs are aware of the limitations of the assessment and their resulting responsibilities, including, but not limited to:
 - The higher education institution offering the engineering program shall adhere to all accreditation criteria and regulations, shall fully disclose with relevant documentation all aspects of the program and shall advise the AB immediately of any significant changes to its accredited program(s).
 - There is no legal right to accreditation. The AB assumes no responsibility and shall not be liable to students, graduates or any other party who may be affected by the denial, termination or revocation of accreditation.
- 1.15 Assure that administrators of those programs that are assessed as being insufficient to be accredited are aware of the reasons and the process to initiate a reassessment or an appeal.

Authority

2. The AB's authority enables it to assist the Board in its work, while not interfering with Board holism. The AB may:
 - 2.1 Accredit programs in Canada or recognize equivalencies of engineering programs in other countries in accordance with the Board's approved Criteria for Accreditation and Procedures.
 - 2.2 Call upon specialists and establish committees and task forces to assist in carrying out its work.
 - 2.3 Deal directly with organizations and individuals.
 - 2.4 Use staff resource time to provide administrative support for meeting and visits.
3. The AB representative at Washington Accord meetings is authorized to vote on behalf of Engineers Canada.

Restrictions on Authorities

4. The AB has no authority to:
 - 4.1 Change Board policies.
 - 4.2 Approve Criteria for Accreditation and Procedures.

- 4.3 Enter into financial agreements.
- 4.4 Spend or commit organization funds, unless such funds are specifically allocated by the Board.
- 4.5 Exercise jurisdiction over the regulators or their registration committees or boards of examiners.
- 4.6 Make representations that any graduate of an accredited program will be eligible for licensure.
- 4.7 Conduct a program accreditation prior to receipt of a request from a higher education institution.
- 4.8 Conduct substantial equivalency visits of engineering programs in other countries if the cost of such visits is not borne by the higher education institution without specific permission of the Board.
- 4.9 Make representation that it will identify every aspect of an assessed engineering program that does not meet its accreditation criteria and regulations.
- 4.10 Permit individuals who are not members of AB to vote at AB meetings.

Composition

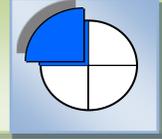
5. The AB's composition and operations shall ensure an appropriate representation of the profession's expertise and diversity to enable it to function effectively and efficiently.
 - 5.1 The AB is composed of the chair, the vice-chair, the past-chair and one each from:
 - British Columbia or the Yukon
 - Alberta, the Northwest Territories or Nunavut
 - Saskatchewan or Manitoba
 - Ontario
 - Quebec
 - Atlantic Provinces
 - 5.2 The AB is also composed of a minimum of six members-at-large. The total number of members is subject to the current and anticipated future number of accreditation visits.
 - 5.3 All members of the AB must be registered engineers in Canada.
 - 5.4 Ten members constitute a quorum.
 - 5.5 The chair, the vice-chair and the past chair constitute the Executive Committee of the AB.

- 5.6 Every effort will be made to reflect the diversity of the membership of the engineering profession. Consideration shall be given to maintaining a good balance between academic and non-academic representatives and to maintaining representation from various disciplines.
- 5.7 The AB Nominating Committee consists of: Engineers Canada Director (chair), the AB past-chair, the AB secretary, and the AB chair.
- 5.8 The chair of the AB Nominating Committee votes only to break a tie on any votes that are taken. Any committee member must be recused from committee deliberations and votes regarding matters for which there may be a perceived or real conflict of interest, including considerations of that member for a particular office or appointment.
- 5.9 The members of the AB are appointed for three years by the Board, based on recommendations of the AB Nominating Committee. Appointments are effective July 1 of the year of the appointment. The term of office may be extended to nine years based on three consecutive three-year terms. For a member on the Executive Committee, additional extensions to their term of office beyond nine years are permitted. The following procedure is in place to ensure that the regulators are suitably involved in the nomination process:
- a) When the term of a member of the AB is due to end, the Nominating Committee may decide to recommend the member for reappointment for a further three-year term, unless this would exceed the nine-year limit identified in 5.9 above. The decision on whether or not to recommend reappointment is based on the Nominating Committee's assessment of the member's level of performance on the AB to date. The name of that member will be submitted to his or her home regulator. Unless the regulator has justifiable objections, the candidate will be recommended to the Board for reappointment to the AB for a subsequent three-year term.
 - b) Subject to 5.9 (a), when an opening exists for an individual to be appointed by a region or province, the regulator affected will be informed of the qualifications required of that committee member. It will then be asked to put forward the name of a candidate. Unless the Nominating Committee has justifiable objections, the candidate put forward by the association/ordre will be recommended to the EC Board for appointment. The Nominating Committee may suggest candidates to the regulator for its consideration.
 - c) Subject to 5.9 (a), when an opening exists for an individual to represent the "members-at-large", a candidate will be selected by the Nominating Committee from a list of names that may have been submitted by the regulator, other groups and individuals, and as may be identified by the nominating committee itself. The name of that candidate will be submitted to his or her home regulator. Unless the regulator has justifiable objections, the candidate will be recommended to the Board for appointment to the AB.

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- 5.10 The Board, based on recommendations from the AB Nominating Committee, appoints the chair and the vice-chair, both for a period of one year. The chair automatically becomes past-chair following the completion of their term. The terms of office may be extended to a maximum of two years. Appointments are effective July 1 of the year of appointment. The vice-chair is normally appointed chair following his or her term as vice-chair.
- 5.11 In the event of a vacancy occurring on the AB prior to the completion of a term of office, the Executive Committee fills the vacancy by appointment. In the event that a member of the AB is temporarily unable to serve, an alternate may be appointed by Executive Committee to act in the member's absence.
- 5.12 Two members of the Board and one member of the Qualifications Board may be appointed as non-voting participants to the AB. Terms continue to June 30.
- 5.13 The AB may invite observers to its meetings, but such observers have no vote.
- 5.14 The AB secretary is appointed by the CEO. The secretary supports the AB, and is a non-voting participant in meetings of the AB.

GP-9.6 QUALIFICATIONS BOARD (QB) TERMS OF REFERENCE

February 2016 rev 8



The QB enhances the governing Board's effectiveness and efficiency on matters related to qualifications for, and the practice of, engineering.

Purpose/Products

1. The QB promotes the establishment of consistent practices and shared programs for the regulation of the practice of engineering.
 - 1.1 Research, national guidelines and other guidance related to:
 - Admissions
 - Foreign credential recognition
 - The professional practice examination
 - Engineers-in-training
 - Continuing competence and professional development
 - Practice of engineering
 - Sustainability and the environment
 - The code of ethics
 - Other issues of national importance as identified by the regulatorsAll developed in cooperation with the regulators.
 - 1.2 The Uniform Syllabus of Examinations for candidates from other than Accreditation Board-accredited or -recognized programs.
 - 1.3 Information to the Board and committees, and regulators on matters pertaining to registration and the practice of engineering in Canada.
 - 1.4 Communication, mutual understanding and collaboration with targeted industry sectors and other employers of engineers on issues related to qualifications, licensing requirements and continuing professional development of engineers.
 - 1.5 Information for the Board and committees, and regulators on emerging areas of engineering practice.
 - 1.6 Information to the Board and committees, and the Engineers Canada regulators on trends, emergent issues and future directions related to the practice of engineering.

Authority

2. The QB's authority enables it to assist the Board in its work, while not interfering with Board holism. The QB may:
 - 2.1 Call upon specialists and establish committees and task forces to assist in carrying out its work.
 - 2.2 Deal directly with organizations and individuals.
 - 2.3 Use staff resource time to provide administrative support for meetings.
 - 2.4 Approve examination syllabi.

Restrictions on Authorities

3. The QB has no authority to:
 - 3.1 Change Board policies.
 - 3.2 Enter into financial agreements.
 - 3.3 Spend or commit organization funds, unless such funds are specifically allocated by the Board.
 - 3.4 Exercise jurisdiction over the regulators or their registration committees or boards of examiners.
 - 3.5 Permit individuals who are not members of QB to vote at QB meetings.

Composition

4. The QB's composition and operations shall ensure an appropriate representation of the profession's expertise and diversity to enable it to function effectively and efficiently.
 - 4.1 The QB is composed of a chair, vice-chair and past-chair, and nine (9) other members comprising representation as follows:

Seven (7) members from various regions of the country including:

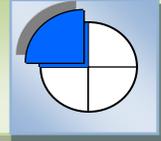
 - Two members from the Atlantic provinces
 - One member from Quebec
 - One member from Ontario
 - One member from Manitoba or Saskatchewan
 - One member from Alberta or the Northwest Territories and Nunavut
 - One member from British Columbia or the Yukon, and
 - Two (2) members-at-large

All members must be engineers, registered in Canada.
 - 4.2 Seven (7) members, including at least one of the chair or vice-chair, constitute a quorum. The chair, vice-chair, past-chair, and the QB secretary constitute the Executive Committee of the QB. An observer from the Accreditation Board is also normally present at face-to-face meetings.
 - 4.3 In the selection of members for the QB, consideration is given to appointing individuals who are serving or have served on a Board of examiners (or its equivalent) and to maintaining representation from various engineering disciplines. Every effort will be made to reflect the diversity of the membership of the engineering profession.
 - 4.4 The QB Nominating Committee consists of: Engineers Canada Director (chair), the QB past-chair, the QB secretary, and the QB chair.
 - 4.5 The Engineers Canada Board appoints the chair and the vice-chair, both for a period of one year, in consultation with the QB Nominating Committee. The terms of office may be extended to a maximum of two years. Appointments are effective July 1 of the year of

- appointment. The vice-chair is normally appointed after having served at least one three-year term as a member of the QB. The vice-chair is normally appointed chair following his or her term as vice-chair.
- 4.6 The past-chair of the QB normally serves as the observer to the Accreditation Board.
- 4.7 In the event of a vacancy occurring on the QB prior to the completion of a term of office, the Engineers Canada Board or Executive Committee fills the vacancy by appointment for the duration of the term. In the event that a member of the QB is temporarily unable to serve, an alternate may be appointed by the Engineers Canada Board or Executive Committee to act in the member's absence.
- 4.8 Two members of the Board shall be appointed as non-voting Board representatives to QB.
- Each appointment shall be for a two year term and shall expire on June 30.
 - One Board representative shall be appointed each year in order to have staggered terms of appointment.
- 4.9 The QB may invite observers to its meetings, but such observers have no vote.
- The AB may send an observer to QB meetings.

GP-10 BOARD, COMMITTEE AND OTHER VOLUNTEER EXPENSES

May 2016 rev 5



Board and committee members and other volunteers are authorized to incur expenses related to Board and committee meetings in accordance with this policy. Any other expenses to be incurred by Board and committee members must be pre-approved by the chief executive officer.

Applicable Situations for Board and Committee Members

1. Board members, Board committee members (as defined in GP-8, item 5) and other volunteers shall be reimbursed for reasonable costs associated with travel for Engineers Canada business.
 - 1.1. Other than the president, expenses incurred for Board directors' attendance at meetings of regulators for which the Board director is the appointed director shall not be reimbursed.
 - 1.2. Expenses for the president's guest (or for the guest of the president's designate when the president is unable to attend) will be reimbursed whenever the president or designate attends a regulator annual meeting, annual general meeting, or Geoscientists Canada annual meeting where guests are invited.
 - 1.3. Other than those situations referred to in 1.2 of this policy, travel expenses for the guest of Board members may be reimbursed for attendance at the annual general meeting and the Board retreat.
 - 1.4. Transportation will be reimbursed as appropriate for the situation.

Airfare

2. Air travel will be reimbursed based for airfare and related airfare charges appropriate for the circumstances:
 - 2.1 Travellers are encouraged to take advantage of discounted flights whenever possible, in order to minimize costs. Refundable economy cabin airfare is the maximum amount payable for travel in Canada and Continental US business class airfare is acceptable for overseas flights with a direct flying time of at least 6 hours.
 - 2.2 The president may claim business class airfare reimbursement for any flights with a total daily flight time of at least six hours.
 - 2.3 If purchased with a seat sale ticket, cancellation insurance is also eligible for reimbursement.
 - 2.4 Only the minimum requisite travel will be reimbursed (i.e. no additional flights other than direct arrival and return with necessary stopovers) unless alternative arrangements have been authorized by the chief executive officer.

Rail

3. First class rail is the maximum amount of train fare.

Taxis and Limousines

4. All reasonable expenses for taxis and/or airport limousines used while travelling on Engineers Canada business will be reimbursed.

Personal Vehicles

5. Personal vehicles may be used when overall economy is ensured.
 - 5.1 Travellers who choose to travel by private vehicle may claim the kilometric rate in effect at the time of travel or the equivalent of the total travel cost of economy airfare, whichever is less. Additional travel expenses incurred because of the election to use a private vehicle may not be claimed unless the use of private vehicle is clearly justified.
 - 5.2 Travellers shall be reimbursed the kilometric rate for employees of the federal public service in effect at the time of travel.

Vehicle Rentals

6. Car rentals including collision insurance and gasoline will be reimbursed and shall only be used in non-routine travel situations, including:
 - taxi/limousine service is not available or cost effective; or
 - location of the meeting is not easily accessible via public transportation from a major airport; or
 - large quantities of materials are being delivered to a meeting location by the traveler; or
 - situations where it is more economical to use instead of other means of transportation – i.e. short trips, or where sharing makes this alternative more attractive.
- 6.1 If, due to personal preference, a traveller opts to rent a vehicle instead of using other means of transport, the maximum amount payable will be the equivalent of taxi fare to and from the airport to the meeting location.

Tolls and Tickets

7. All parking and toll claims when vehicle travel has been authorized will be reimbursed.
8. Traffic violations incurred while travelling on Engineers Canada business are not eligible for reimbursement.

Accommodations

9. Engineers Canada will pay for accommodations directly or reimburse accommodation for costs reasonable for the situation.
 - 9.1 Where meetings are arranged by Engineers Canada, group rates shall be secured and travellers advised accordingly. Original hotel invoices should be submitted with expense claims.

- 9.2 If the traveller makes arrangements to reside in accommodation other than in a hotel, reasonable expenses will be reimbursed provided the overall expenses do not exceed the cost of hotel accommodation as secured through Engineers Canada group rates, if applicable.

Meals

10. Reasonable expenses for meals while travelling on Engineers Canada business, including taxes and tips will be reimbursed for all meal expenses incurred directly by the traveller.
- 10.1 Per diem allowances will not be provided by Engineers Canada.
- 10.2 Gifts in lieu of restaurant meals will be reimbursed in accordance with item 5 below.

Gifts in lieu of accommodation or meal

11. If a traveller makes arrangements for private accommodation or meals, a gift may be to the host in lieu of the costs of the hotel or restaurant meal. The maximum value of the gift in lieu is \$50 per night to a maximum of \$100 shall be reimbursed.

Child Care expenses

12. Reasonable additional expenses for child care services are reimbursed when such services are specifically required by persons travelling on Engineers Canada business. The maximum amount payable to any traveller in a calendar year shall be limited to \$1,500.

Medical Insurance

13. Engineers Canada will reimburse travellers who are travelling internationally for any additional medical coverage purchased to ensure medical protection while on Engineers Canada business. Costs for shots required for international travel will also be reimbursed.

Travellers Accident Insurance

14. Any claim made by or on behalf of a traveller under Engineers Canada's travellers accident insurance policy for accidental injury or death must be presented to the insurer by Engineers Canada within 30 days of the accident. A claim must have medical evidence from a licensed physician selected by Engineers Canada and be in agreement with a licensed physician as selected by the insurer. Claimants must communicate and comply in a timely manner to enable Engineers Canada time to present the claim to the insurer.

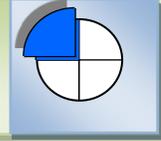
Expense Claims

15. Expenses shall be reimbursed within 30 days of receipt of the expense claim when proper documentation including required original receipts has been provided. Claims should be made within 14 days of travel. Engineers Canada will not reimburse for claims received more than one year from the date of travel.

-
- 15.1 Claims for reasonable expenses other than those noted above must be clearly identified with a detailed explanation and accompanied by original receipts. Authorization of such expenses should be sought in advance of the expenditure wherever possible. The signing authority chart outlines the staff positions that may authorize such expenses. The president-elect shall authorize the expenses of the president.

GP-11 BOARD LINKAGE WITH OWNERSHIP

September 2016 rev 4



The regulators are defined as the owners of Engineers Canada. The Board shall be accountable for the organization to its regulators as a whole. The Board shall act on behalf of the regulators as a whole, rather than being advocates for specific geographic areas or interest groups.

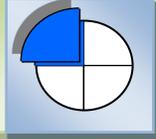
1. When making governance decisions, Directors shall maintain a distinction between their personal interests as “customers” of the organization’s services, and their obligation to speak for others as a representative of the “owners” as a whole. As the agent of the regulators, the Board is obligated to identify and know what the regulators want and need.
2. The Board shall gather data in a way that reflects the diversity of the ownership. It shall meet with, gather input from, and otherwise interact with regulators in order to understand the diversity of their perspectives.
3. The Board will establish and maintain an ownership linkage plan, in order to ensure that the Board has intentional and constructive dialogue and deliberation with the regulators, primarily around the Ends. The plan will include methods to be used, and questions to be asked of the regulators. The information obtained from this dialogue with regulators will be used to inform the Board’s policy deliberations.

All Directors are accountable to the Board for participating in the linkage with regulators as identified in the plan.

4. Upon request, Engineers Canada shall reimburse some expenses to presidents from regulators with less than 2500 registrants for attendance at the three Board meetings (includes amounts in policy GP-10 Board, Committee and Other Volunteer Expenses).
5. The Board will consider its ownership linkage successful if, to a continually increasing degree:
 - When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the ownership regarding what benefits this organization should provide, for whom, and the relative priority of those benefits.
 - The regulators are aware that the Board is interested in their perspective.
 - If asked, the regulators would say that they have had opportunity to let the Board know their views.
 - The regulators are aware of how the Board has used the information they provided.

GP-11.1 LINKAGES COMMITTEE TERMS OF REFERENCE

May 2016 rev 3



The Linkages committee works to enhance the Board's effectiveness and efficiency by creating a program of Board two-way dialogue and deliberation with regulators to inform Board policy development with particular emphasis on Ends policies.

Purpose/Products

1. The Linkages committee will:
 - 1.1 Oversee that the Linkage Plan (Appendix A) is carried out.
 - 1.2 Support directors in their duties related to completion of the plan.
 - 1.3 Perform an annual evaluation of the effectiveness of the linkage plan and make recommendations to the Board at its spring meeting.
 - 1.4 Update the linkage plan by the Spring Board meeting of each year.

Authority

2. The task force has authority as specifically set out in this policy or as delegated by the Board.
 - 2.1 The chair may call up to two face-to-face meetings and teleconference meetings as may be needed.
 - 2.2 With the concurrence of the chief executive officer, the committee may use staff resources and funds as required for administrative support of the Committee.

Quorum

3. Five members constitute a quorum.

Members

4. There will be eight members of the task force as follows:
 - President-elect (chair)
 - 3 Board members appointed by the Executive Committee
 - 2 CEOs, appointed by the CEO Group
 - 2 Presidents, appointed by the Presidents' Group

Term

5. The members of the committee are appointed until the end of the 2017 Annual General Meeting.

Appendix A Three-Year Linkage Plan

Part 1 - Annual Activities

Activity	Description	Timing
Plan Update Approval	<ul style="list-style-type: none"> Review the results and recommendations from the Linkages Committee After first year transfer to an existing committee Approve Three Year Rolling Plan 	May
Board Workshop	<ul style="list-style-type: none"> Selection of Big Picture Thinking Topics by the Board referencing the annual environmental scan Review linkages feedback regarding Ends Board development 	June
Training	<ul style="list-style-type: none"> Introduction to Policy Governance Advanced Policy Governance Available to Board members and regulator presidents and CEOs	September February
Survey - Directors (12 questions)	Related to duties related to ownership linkages as set out in GP-3.1 Director Terms of Reference	October
Consultations with regulator councils	Directors conduct annual linkages discussion based on the questions in Part 2.	November - February
Survey – Council members (7 questions)	Survey the members of regulator councils and boards – related to ownership linkage	March
Review Consultation and Survey Results	Linkages Committee reviews the feedback from consultations and survey results and prepares recommendations to the Board	April
Self-Review of Policy Manual	Duty for nominated Engineers Canada directors	April
Self-Orientation Module for regulator president-elect	Regulator president-elect, as established by the Presidents' Group. <ul style="list-style-type: none"> Review Board Policy Governance Manual <ul style="list-style-type: none"> Ends Policies (E, E-1, E-2, E-3, E-4) GP-3.1 Director Terms of Reference GP-11 Linkage with Ownership Request briefing from EC director(s) from your jurisdiction as well as president and past president of own association 	Within 3 months of taking office

Activity	Description	Timing
	<ul style="list-style-type: none"> • Attend Policy Governance training • Contact Engineers Canada president, president-elect • Familiarize yourself with Engineers Canada programs and organization • Attend one Board meeting as observer before taking office as new president 	
Connecting with Engineers Canada	Invitation to council members to sign up for daily media report and Engineers Canada newsletter	Within 2 weeks of taking office
Orientation for regulator council	Engineers Canada director provides an overview for regulator council members Linked to new councilor orientation where possible	Early in the term of the new council

Part 2—Discussion Questions

2017 Discussion Questions

1. What do you believe will be the most significant challenges facing our profession in the next 5-10 years?
2. What threats do you see in the profession that could have an impact on a particular sector or industry?
3. What do you see as the role of Engineers Canada?
4. What are your top two priorities for the next 3-5 years?
5. Is there anything that Engineers Canada strategic plan is missing?

2018 Discussion Questions

1. If Engineers Canada did not exist, for what reasons should it be created?
2. Looking back over the last 3 and then 10 years, what would you like to be able to say is different?
3. What threats do you see in the profession that could have an impact?
4. Is there anything that Engineers Canada strategic plan is missing?
5. Do you think the role of Engineers Canada should change? Why or why not?

2019 Discussion Questions

1. What are the major challenges facing the profession in the next five years? What is needed to overcome them?
2. What is the one need that, if met, would immediately assist your association?
3. What is the greatest opportunity to provide the engineering community with value that we're missing as Engineers Canada?
4. Is there anything that Engineers Canada strategic plan is missing?

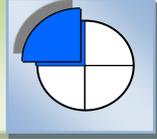
Part 3 - Measures of Success

The Board will consider its ownership linkage successful if, to a continually increasing degree:

- When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the ownership regarding what benefits this organization should provide, for whom, and the relative priority of those benefits.
- The regulators are aware that the Board is interested in their perspective.
- If asked, the regulators would say that they have had opportunity to let the Board know their views.
- The regulators are aware of how the Board has used the information they provided.
- Survey Results
 - Directors self-assessment GP-3.1 Director Terms of Reference – related to duties related to ownership linkages (on average Agree)
 - Regulator Councillor survey (on average Agree)

GP-12 BOARD LINKAGE WITH OTHER ORGANIZATIONS

May 2014 rev 1



Relationships with Other Organizations

1. The Board shall establish mechanisms for maintaining open communication with other organizations regarding Ends. Such mechanisms may include, but are not limited to:
 - 1.1. Inviting representatives of the Boards of those organizations to Board meetings.
 - 1.2. Meeting jointly with other Boards on occasion.

Board Membership in Other Organizations

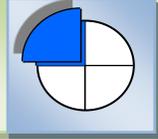
2. The Board shall consider the merits of membership in other organizations annually. This consideration shall include, but not be limited to:
 - 2.1. The degree to which participation in the organization will contribute to the ability to develop appropriate Ends.
 - 2.2. The benefit of membership compared to the cost of membership.

Appointments to External Policy or Advisory Committees

3. The Board will consider appointments to external policy or advisory committees.
 - 3.1. Upon request for organizational appointments to external committees concerned with policy level issues, the Board will assess whether such representation is appropriate within the Board's stated policies and current priorities. If this assessment is positive, the Board will appoint appropriate representatives. Issues of confidentiality, information sharing and administrative support shall be clarified for the appointee by the president and/or chief executive officer.
 - 3.2. The organization's appointee shall provide information reports as appropriate, to be determined by the Board at the time of appointment.
 - 3.3. Since the appointee is representing the Board, the appointee shall be kept informed of current Board policies that might affect deliberations of the committee in question. Any representations made on behalf of the Board shall adhere to the stated policies of the Board. Any issues requiring the statement of a new policy position on the part of the Board shall be brought to the Board for decision.

GP-13 GOVERNANCE SUCCESSION PLANNING

May 2014 rev 1



In keeping with its commitment to excellence in governance, the Board shall strive to solicit from the regulators for positions on the Board candidates who have characteristics that will enable them to govern, not to manage, the organization. These characteristics include:

1. Commitment to linking with the ownership. Understanding that they stand in for an ownership of diverse associations; willing to actively seek to access and understand that diversity.
2. Ability to think in terms of systems and context — to see the big picture.
3. Interest in and capability to discuss the values underlying the actions taken in the organization, and to govern through the broader formulations of these values.
4. Willingness to delegate the operational detail to others.
5. Ability and willingness to deal with vision and the long term, rather than day-to-day details.
6. Ability and willingness to participate assertively in deliberations, while respecting the opinions of others.
7. Willingness and commitment to honour Board decisions.
8. Commitment not to make judgments in the absence of previously stated criteria.

GP-14 RESERVE FUNDS

September 2015 rev 3



The Board shall ensure financial resources are available for special operating needs of Engineers Canada. Fluctuations above and below target levels are acceptable.

1. The four-year rolling operational reserve target level is set at \$4,000,000.
2. The capital reserve must be held at a level sufficient to enable fit-up of leased facilities and other related assets at the expiry of the office lease.
3. The legal and liability contingency reserve target level is set at \$1,325,000. It is maintained to ensure that funds are available in various situations:
 - 3.1 To cover the cost of any legal challenge Engineers Canada is asked to undertake on behalf of the profession.
 - 3.2 To cover expenses associated with occurrences that may arise for which no budget has been established. Engineers Canada faces potential liabilities from a number of sources (i.e. employees, insurance programs, foreign academic credential assessment program).
 - 3.3 To cover expenses which will be incurred by the regulators where it is demonstrated that they do not have the financial resources to fund an enforcement action and/or statutory obligation that have a clear and significant impact on the other regulators.
 - 3.4 To assist regulators and Engineers Canada in paying the deductibles for directors and officers insurance, and for errors and omissions insurance.
4. The total of all reserve funds must not become so large as to threaten the not-for-profit status of Engineers Canada, nor to give the regulators reason to question whether member assessments are excessive.

NEW GUIDELINE - *STRUCTURAL CONDITION ASSESSMENTS OF EXISTING BUILDINGS AND DESIGNATED STRUCTURES*

Purpose: Professional Standards Committee requests Council to approve the listed guideline and authorize its publication.

Motions to consider: (requires a two-thirds majority of votes cast to carry)

That Council:

1. Approve the practice guideline for Structural Condition Assessments of Existing Buildings and Designated Structures as presented to the meeting at C-509-2.8, Appendix A;
2. Direct the Registrar to publish the guideline and notify members and the public of its publication through usual PEO communications.

Prepared by: José Vera, P. Eng. – *Manager Practice and Standards* on behalf of
Nicholas Pfeiffer, P. Eng. – *Chair of the Professional Standards Committee (PSC)*

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

1. Need for PEO Action

Guideline for Structural Engineering Design Services for Buildings

- Professional Standards Committee (PSC) was instructed by Council to proceed with the development of this guideline as per the following motion:
 - 487th Council meeting on September 26-27, 2013:
That the Professional Standards Committee be instructed to proceed with the development of a Guideline for Structural Engineering Assessments of Existing Buildings and Other Structures, and a performance standard for Structural Engineering Assessments of Existing Buildings described in the Terms of Reference attached in Appendices C-487-4.7, Appendix A.

The purpose of the guideline is to provide engineers who are performing structural condition assessments of existing buildings and designated structures with the best practices for conducting their work, with special emphasis on their duties to their employers, clients and the public.

2. Proposed Action / Recommendation

- The PSC, and the relevant PSC subcommittee recommend that Council approve *Structural Condition Assessments of Existing Buildings and Designated Structures* guideline.

3. Next Steps (if motion approved)

- Manager, Practice and Standards will collaborate with PEO Communications Department to prepare the draft document for publication as a PEO Guideline.

- Articles will be published in Engineering Dimensions and notices posted on the website to notify PEO members about the publication of this document.

4. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> • PSC subcommittee of subject matter experts developed the draft guideline. • Draft document was reviewed by staff for compliance with the <i>Professional Engineers Act</i>. • Draft document was reviewed by the Building Safety Advisory Technical Panel (BSTAP) and the Ministry of Municipal Affairs and Housing (MMAH). • Draft document was posted on the PEO website for member and stakeholder consultation. The following stakeholders were directly invited to the public consultation: <ul style="list-style-type: none"> ➤ Ontario’s Large Municipalities Chief Building Officials (LMCBO) ➤ Ontario Building Officials Association (OBOA) ➤ Consulting Engineers of Ontario (CEO) ➤ Engineers, Architects and Building Officials (EABO) ➤ Ontario Society of Professional Engineers (OSPE) • Draft document was revised where warranted based on recommendations received from members and stakeholders during consultation. • Draft document was reviewed and approved by Professional Standards Committee.
Council Identified Review	Not Applicable
Actual Motion Review	Not Applicable

5. Appendices

- Appendix A – Guideline for *Structural Condition Assessments of Existing Buildings and Designated Structures*
- Appendix B – Public consultation comments for *Structural Condition Assessments of Existing Buildings and Designated Structures* guideline.
- Appendix C – Memo thanking public consultation participants
- Appendix D – Building Safety Advisory Technical Panel (BSTAP) response to review request
- Appendix E – Ministry of Municipal Affairs and Housing (MMAH) response to review request
- Appendix F – Synergy letter consultation response
- Appendix G – WSP Structural Engineering letter consultation response
- Appendix H – LMCBO letter consultation response
- Appendix I – WSP Building Sciences letter consultation response
- Appendix J – MHL letter consultation response
- Appendix K – Quaile letter consultation response

Structural Condition Assessments of Existing Buildings and Designated Structures

Revision 43.0

20 October 2016

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Notice: The Professional Standards Committee has a policy of reviewing guidelines every five years to determine if the guideline is still viable and adequate. However, practice bulletins may be issued from time to time to clarify statements made herein or to add information useful to those engineers engaged in this area of practice. Users of this guideline who have questions, comments or suggestions for future amendments and revisions are invited to submit these to PEO using the standard form included in the following online document: http://peo.on.ca/index.php/ci_id/23427/la_id/1.htm

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ABSTRACT

The purpose of this guideline is to define the professional and technical requirements imposed on practitioners who perform structural condition assessments of existing buildings as defined in the *Building Code Act, 1992*, including designated structures as defined in the *Building Code*. Structural condition assessments of existing buildings are to be methodical, scientific investigations with clearly defined objectives, carried out with sufficient rigour to provide reliable findings.

The structural condition assessment objectives are to be based on the particular circumstances that cause the assessment to be required. These objectives, the assessment program, and the findings are to be clearly stated.

For Council Approval

1. PEO PURPOSE OF GUIDELINES

For more information on the purpose of practice guidelines, the guideline development and maintenance processes, including the Professional Engineers Ontario (PEO) standard form for proposing revisions to guidelines, please read our document:

http://peo.on.ca/index.php/ci_id/23427/la_id/1.htm

To view a list of the PEO guidelines, please visit the Publications section of the PEO website:

http://peo.on.ca/index.php/ci_id/1834/la_id/1.htm

For Council Approval

2. PREFACE

In late 2013, the Professional Standards Committee formed a subcommittee of engineers experienced in performing structural condition assessments. They were tasked to investigate the legal, ethical, and technical aspects of conducting structural condition assessments. The subcommittee was instructed to develop best practices for professional engineers undertaking this work and prepare a guideline describing these best practices. As per the Council approved Terms of Reference, the subcommittee reviewed the recommendations contained in the *Report of the Elliot Lake Commission of Inquiry* released on October 15, 2014 and took these recommendations into account in preparing this guideline.

The subcommittee met for the first time on November 27, 2013, and submitted a completed draft of this document to the Professional Standards Committee for approval on October 18, 2016.

At various stages of the development process, drafts of this guideline were distributed to a network of reviewers. These reviewers were a valuable source of additional comments and questions. Following consultations with engineers and other stakeholders, the final draft was approved by Council at its meeting on _____, 2016.

Notes:

1. References in this guideline to the word “engineers” apply equally to professional engineers, temporary licence holders, provisional licence holders and limited licence holders.
2. References in this guideline to the word “practitioners” refer to engineers and to firms, which hold a Certificate of Authorization to offer and provide engineering services to the public as defined in the *Professional Engineers Act*, henceforth referred to as the *Act*.
3. For the purposes of this guideline the term “public interest” refers to the safeguarding of life, health, property, economic interests, the public welfare and the environment for the benefit of the general public.
4. This guideline uses the term “building” as defined in the *Building Code Act, 1992* Ontario. “Building” is also used in this guideline to mean “Designated Structures” as identified in the *Building Code*).

3. PURPOSE AND SCOPE OF GUIDELINE

The purpose of this guideline is to define the professional and technical best practices expected of practitioners who perform structural condition assessments of existing buildings in Ontario. This guideline applies to buildings and designated structures, as defined in the *Building Code*. Furthermore, this guideline does not cover other types of building assessments, such as code compliance reports, building envelope assessments, performance audits, reserve fund studies and fire safety audits. Finally, although on-site sewage systems are considered “buildings” under the *Building Code* these systems are not covered by this guideline.

This guideline is not intended to be used as a textbook of instruction by persons who lack the professional qualifications, related technical knowledge and practical experience.

Numerous technical documents have been published by recognized national and international authorities that focus on the systematic and scientific methods that can be used to accurately assess the residual strength, durability and reliability of structural materials, assemblies and systems in existing buildings. These are being revised, expanded and enhanced on a regular basis to keep pace with scientific research, and technological advances. A representative sample of these technical guides and references are cited in this guideline. As per the Code of Ethics, it is the duty of practitioners to act at all times with “knowledge of developments in the area of professional engineering relevant to any services that are undertaken, and competence in the performance of any professional engineering services that are undertaken”. Consequently, engineers engaged in structural condition assessments must be knowledgeable of codes, legislation, standards, and technical publications in this area of engineering practice.

Although this practice guideline was prepared primarily for the structural condition assessment of buildings or parts thereof required to be designed by an engineer, it can also be used for the structural condition assessment of other buildings and structures.

4. INTRODUCTION

Structural Condition Assessments as described in this guideline are within the practice of professional engineering, and fall into two categories:

1. Preliminary Assessments, and
2. Detailed Assessments.

These assessments types are described in section 8.2 and 8.3.

Reasons for structural condition assessments of buildings include:

1. An assessment may be mandated or ordered by an authority or it may be required for financing, a change in ownership, or to accommodate an expansion or modification or change of occupancy or use. In these cases often no reason for concern is known at the outset. Where no indications of structural concern are found, a Preliminary Assessment may be sufficient.
2. An assessment where damage, distress or deterioration is suspected or known to exist. Causes may include leakage, an aggressive environment, fire, impact, earthquake, severe weather, vulnerable building materials or building systems with a known history of deterioration.

For Council Approval

5. PROFESSIONAL COMPETENCE

Engineers undertaking an assessment must have knowledge and experience in:

1. the use, properties, life expectancy, durability and environmental reactivity of construction materials, elements, and members utilized in the past and present,
2. past and present methods of constructing buildings including developments in this area,
3. failure mechanisms of structures and structural elements, and
4. structural engineering as it applies to the building being assessed.

Note that according to section 72(2)(h), O. Reg. 941/90 under the *Act* it is professional misconduct for practitioners to undertake work that they are not competent to perform by virtue of their training and experience. Furthermore, failure to make responsible provision for complying with applicable statutes, regulations, standards, codes, by-laws and rules in connection with work being undertaken by or under the responsibility of the practitioner is professional misconduct according to 72(2)(d), O. Reg. 941/90.

6. PROFESSIONAL RESPONSIBILITY AND LIABILITY

Engineers who perform structural condition assessments of existing buildings are engaging in a specialized area of professional practice that can have significant ramifications. Practitioners are encouraged to seek the advice of legal counsel and insurance professionals to assist them in understanding any risks and the extent to which their professional liability insurance provides coverage before they undertake any such work.

6.1 Disclosures

Practitioners should disclose the following information in their proposals, terms of reference, engineering agreement and/or reports.

1. The specific purpose and defined scope of the structural condition assessment, as well as any limitations or exclusions imposed on the work by the practitioner or the client.
2. Any outstanding or past orders/requirements issued by any government body or regulatory authority that are disclosed by the owner or client.
3. The specific statutes, regulations, codes and technical standards applied to the assessment.
4. The location of the property and the specific buildings (or the specific parts thereof) which are the subject of the assessment, along with their estimated age, prior use(s) and current uses, and other permitted use(s).
5. Any perceived conflict of interest, including but not limited to:
 - The relationship of the practitioner(s) to the client for whom the structural condition assessment is being prepared;
 - Any ownership or financial interests the practitioner may have, either with the property being assessed or the outcome of the structural condition assessment, and;
 - Any relationship of the practitioner(s) to any building engineers, designers, contractors, and or owners involved with the building at any point in time.

6.2 Duty to Report

For more detailed information on the Duty to Report, please refer to the *Professional Engineering Practice* guideline. Below are recommendations specific to structural condition assessments.

Practitioners who participate in the performance of a structural condition assessment of an existing building have a professional duty to ensure that their work is performed reasonably in accordance with applicable professional standards. They are required by the Code of Ethics under the *Act, General R.R.O. 1990 Reg. 941 Paragraph 77.2.i* to regard their duty to public welfare as paramount. Furthermore, Article 72(2)(c), O. Reg. 941, provides that failure to report a situation that a practitioner believes may endanger the safety or welfare of the public would constitute professional misconduct on the part of the practitioner. Engineers who discover a structural defect in a building or related structure during the course of an assessment that, in their professional opinion, poses a health or safety risk to the occupants, users or the public, should implement the following actions:

- In situations where there is an imminent risk the engineer is to contact the appropriate authority so that public safety is protected.
- If the risk is not imminent, report the risks to their client promptly and confirm it in writing, with a request that the client copy the report to the property owner, occupants or other appropriate parties immediately or within a given timeframe appropriate for the circumstances.
- If the client takes no appropriate action within the given timeframe the engineer is required by the *Act* to notify the appropriate municipal and/or provincial authorities including the Chief Building Official/Ministry of Labour (MOL).

6.3 Duty of Care

Practitioners are advised that building owners, government agencies, building officials and the public may rely upon the results of their condition assessment in addition to their clients. If their assessment fails to discover and report a serious defect that ought reasonably to have been discovered, and that such defect subsequently causes or contributes to a structural failure or building collapse, they may be held accountable for the damages.

Practitioners should never provide services without a signed agreement that clearly describes the scope of services to be provided, clearly limits the obligations of the practitioner, and clearly assigns the risks that the practitioner will assume. Practitioners should only assume risks that are within their ability to control and never those where the performance of a third party, such as a contractor, might have an effect on the outcome.

Engineers should exercise their best efforts to comply fully with the requirements of an Order or Requirement by an authority. If the engineer is unable to comply with a specific Order, the engineer should clearly disclose any deviations from the Order or Requirement in the assessment report(s) and provide a justification for any such deviations.

The engineer is required to perform the assessment and prepare the assessment report without bias to any party. If the report is prepared in contemplation of litigation, it should comply with the PEO guidelines such as *“The Professional Engineer as an Expert Witness”* and *“Professional Engineers Providing Forensic Engineering Investigations”* as well as the requirements placed on experts by the *R.R.O. 1990, Reg. 194: Rules of Civil Procedure*.

The engineer should discuss the report with the client to explain the results and recommendations.

An insufficient fee does not justify services that do not meet the intent of these guidelines. As stated in the *Professional Engineering Practice* guideline: “Practitioners should not accept assignments where the terms of reference and/or the project budget do not allow them to provide a service commensurate with their professional obligations to the client and the public.”

7. PROFESSIONAL REQUIREMENTS

Professional requirements imposed on those who perform structural condition assessments of existing buildings for the public include:

1. Certificate of Authorization and professional liability insurance coverage applicable to the areas of practice of the practitioner as required by the *Act* if the assessment is provided as a service to the public.
2. Compliance with legislation, codes, standards, and orders from an authority applicable to the assessment site or the performance of work or activities on the site.
3. The engineer shall prepare instructions to the owner and the contractor for the safe removal and/or disassembly of items from the building, or the load testing on the building, if required to adequately complete the assessment. The engineer shall take into consideration how the work could detrimentally alter the loads or stresses in any part of the building, contravene the *Building Code*, impair the health and safety of “persons in the normal use of the building, persons outside the building or persons whose access to the building has not been reasonably prevented”, compromise fire or other life safety protection systems, disturb asbestos or other hazardous materials, or obstruct normal operations of the building.

8. PERFORMING STRUCTURAL CONDITION ASSESSMENTS

8.1 Scope of Work

The primary objective is to assess the condition of the structure. Secondary objectives will vary depending on circumstances such as whether damage is known to have occurred, or if a change of use for the building is being investigated. For these secondary objectives, the assessment should look beyond the condition of the structure and determine structural adequacy for actual or proposed loads, or extent of damage and appropriate repairs. The scope of work should be clearly defined to ensure that the assessment objectives are met.

The assessment methodology will vary depending on the building configuration and physical constraints. The assessment techniques may range from visual review, through non-invasive techniques, to destructive sampling and testing. In some instances, occupancy of the building or portion being assessed may be restricted.

For the services requested the engineer and the client must understand and agree to the scope of work, which should include:

- the reason for the assessment,
- the assessment objectives,
- the methodology to be followed,
- anticipated difficulties in conducting the assessment and achieving the objectives,
- limitations of the findings, and
- the deliverables

8.2 Preliminary Assessment

The Preliminary Assessment results in a written report of a condition survey of the building that is qualitative rather than quantitative in nature. While such a qualitative assessment is based on a visual review, it requires a systematic approach to ensure that all critical areas are addressed and appropriate recommendations are provided. The principles of Structural Commentary L from *National Building Code* (NBC) Structural Commentaries (Part 4 of Division B) should guide the engineer.

a) Study of Documents and other Evidence

Prior to visiting the building for inspection the engineer conducting the Preliminary Assessment should review all relevant or necessary documents and drawings that are available. This would include, but is not limited to; the original design and construction documents and drawings. Furthermore, engineers should be aware of any Structural Condition Registry, should one be established. This review will assist the engineer to:

1. understand the building's layout and its primary structural systems;
2. identify the originally specified design loads, in order to assess the existing loading and proposed usage relative to established criteria;
3. identify if there have been any additions or alterations; and
4. identify critical areas for inspection.

The engineer should request from the client: original construction documents, orders issued by an authority, previous assessment reports, reports of chronic issues, and other reports that may be available.

Records of ongoing maintenance and repairs should be reviewed. When possible, maintenance staff and property managers should be interviewed to identify known areas of distress, corrosion, cracking or water leakage. Any building or leakage issues that have been reported to a Health & Safety Committee or Safety Representative should be requested.

If the subject building is an 'older' building, a review of local, provincial and national heritage registries should be undertaken to verify if any heritage easements or designations are in place.

The engineer should make an effort to find any reports and information that is available which would identify any particular concern to the inspection teams, such as Designated Substances or Hazardous Materials as defined in the Occupational Health and Safety Act.

b)Site Assessment

The engineer conducting a structural condition assessment must undertake an onsite review. Photographs and other visual support provided by others are helpful but do not replace site reviews.

For the Preliminary Assessment, the engineer is expected to carry out a visual inspection to:

1. Verify the adequacy of the primary structural systems to the extent possible using non-destructive methods
2. Survey the condition of the building to identify:
 - a. structural construction defects,
 - b. signs of structural damage, distress or deformation, or
 - c. signs of significant deterioration
3. Assess the use of the building to identify apparent deviations from intended use, misuse or abuse
4. Look for additions or alterations that may cause an adverse effect on the structure
5. Identify any building envelope conditions that may adversely affect the structural system.

The assessment should document characteristics including: member and frame geometry; material type; visually evident deterioration, deformation, damage; surface conditions; and critical connection details. Frequently, these characteristics will be recorded in qualitative terms from 'excellent, through 'good' to 'fair or 'poor. It is important that these terms be defined in the report. Please refer to the Definitions section for more information on these terms.

There could be some difficulties in the conduct of a visual inspection as some of the main structural elements in a building may be covered up by finishes. It is therefore important that professional judgment be exercised by the engineer to determine which areas that are covered up should be exposed for inspection. Reference to structural layout plans to determine the presence of critical structural elements would be crucial under such circumstances.

If the assessment is being conducted because the building was affected by a potential structurally compromising event, such as a fire, vehicle impact or flooding, the engineer may be directed to limit the scope of the assessment to those structural elements that were affected by the event. This limited assessment should cover the elements directly affected, adjacent members and connections, and any other components within the affected element's critical load path.

c) Preliminary Numerical Analysis

The Preliminary Assessment is not intended to be a comprehensive analysis of the building but engineering computation may be required to verify the adequacy of critical elements. These calculations usually use approximate methods and should be focused on the suspect areas or elements of the building to determine if the conditions identified are cause for concern. These calculations can identify a need for immediate actions, further investigation or provide satisfaction that a particular element is structurally adequate.

d) Reporting

A Preliminary Assessment should conclude with a sealed written report issued to the client in a timely manner. The report should include:

- the purpose of the assessment,
- the scope of service provided including any limitations or restrictions imposed on the engineer conducting the assessment,
- a general description of the building and its structure,
- a summary of areas reviewed, personnel involved, methodology, observations, and
- analysis, conclusions and recommendations including the need for any immediate measures or additional assessment [see below].

e) Decisions on Immediate Actions

When the preliminary assessment indicates a potentially dangerous condition (a situation that endangers the safety or welfare of the public), the engineer is obligated to expediently report (verbally and in writing) the condition and consequence to someone who has authority or responsibility to deal with the situation refer to section 6.2 Duty to Report). This report will frequently include the need for immediate actions to mitigate the risk. It may be necessary to provide such written notice in a short letter in advance of the complete report.

Possible recommendations for immediate actions may include:

- installation of temporary shoring or bracing to prevent collapse,
- restriction of access to the building or part thereof, or
- installation of a protective enclosure to minimize infiltration of the elements.

f) Recommendation for Detailed Assessment

A Preliminary Assessment report may recommend that a Detailed Assessment be undertaken. The engineer must clearly state the reasons and timeframe, and indicate the consequences of failing to do so.

8.3 Detailed Assessment

The main task of the Detailed Assessment is to determine if the building or part being investigated is structurally adequate. The analysis should be done in general accordance with the *National Building Code* (NBC) Structural Commentary L.

A Detailed Assessment may require invasive investigation and extensive engineering work which could require significant investment by the owner. Consequently, the scope of the detailed assessment should be balanced against the probable risks to the public. The investigation program should be consistent with and add to the preliminary assessment. The assessment may be limited to a specific area of the building, or may focus on a specific structural aspect located throughout some or all of the building.

a) Detailed Documentation Search and Review

Structural design information and building maintenance records should be requested from appropriate sources. This information may be of significant value and may assist in understanding the structure's history, and limiting the extent of site surveys or destructive investigations.

Depending on the age of the building, the municipal building department may have records of the original designer, builder or owner. The engineer may need to contact those parties in an effort to assemble the historic records. Additional costs may be incurred for these searches.

After the document search is complete information obtained should be site verified and any gaps supplemented by site measurements and observations using non-destructive and or destructive methods. The goal is to compile a structural record of the as-built condition on which the structural analysis can be based.

b) Building Examination

The building examination is a primary component of a structural condition assessment. It is important that the examination is carried out in a systematic and scientific manner. The purpose is to identify significant structural concern which includes: defects, damage, distress and deterioration.

c) Forms and Checklists

Forms and checklists such as those found in the references listed in Appendix 1 may be helpful in developing a work plan for conducting Structural Condition Assessments. These forms and checklists may need to be customized to suit the nature and conditions of the assessment and inspection; however, forms and checklists can never replace the judgment of an experienced engineer.

d) Materials Testing

A detailed investigation into the engineering properties of the materials used in the building structure may be required. The scope of this work will depend, in part, on the type of materials used for the building, and also on the issue being investigated. Engineers with expertise in specific materials may need to be retained, such as a timber specialist for identification of species and grading. Where member capacities need to be

determined and the physical properties of the materials are not known, taking samples for testing is often required. Care should be exercised when removing samples to ensure that structural integrity is not compromised. Any damage caused to the structure or fire rated assemblies needs to be restored.

Any observed material deterioration or defect needs to be quantified and its potential impact on the building analyzed. Based on these observations, the engineer will provide an opinion on the potential impact of the defect or deterioration. For example, a structural steel element with a reduced section due to corrosion should be measured for remaining sound material and the impact of its reduced section properties and capacities determined.

e) Structural Analysis

When an area of concern is identified, a structural analysis may be required to quantify the level of structural adequacy of a member, portion of the building, or building as a whole.

Design criteria such as design live and climatic loads used for an analysis of the building should be based on commentary L of the Structural Commentaries in the NBC. Design dead loads for the building should be based on volumes of materials noted and standard density values available from reference publications.

f) Report

Engineers must present their findings in a report addressed to the client. The level of detail of the report depends on the original reason for the assessment and will match the degree of complexity of the inspection and analysis. The report's contents should be in accordance with Appendix 2 – Report Sample Format.

The reports should be written in a clear and easily understood style to accommodate a non-technical audience. All opinions expressed in the report must be supported by relevant analysis or discussion. For example, if the opinion on a particular problem is that it is of no structural significance, the report should provide sufficient explanation to support that opinion. The report should cite the statutes, regulations, codes, technical standards and guidelines relevant to the assessment.

Structural condition assessment reports contain statements of professional opinion and therefore must be sealed. For further information on the use of seal, refer to the guideline *Use of the Professional Engineer's Seal*.

8.4 Emergency Assessments

Engineers may be retained by a government agency (e.g. emergency services) to conduct structural condition assessments after an emergency where an unsafe condition is likely and there is limited time to make a proper assessment. This guideline does not cover such emergency assessments.

Emergency assessments may have specific protocols depending on the circumstances and the jurisdiction having authority. For more information on emergency assessments refer to the Applied Technology Council (ATC), Federal Emergency Management Agency (FEMA) and other documents listed in Appendix 1.

8.5 Heritage and Older Buildings

The structural assessment of older buildings, including designated heritage buildings, presents unique challenges for engineers that may not be found in relatively modern buildings. These challenges include:

- Buildings that predate the publication of provincial Building Codes or design standards
- Materials, assemblies, and construction methods no longer referenced in commonly available texts, manual and standards
- Buildings that have been listed or designated as having heritage value and are therefore protected by legislation

Construction materials and methods have evolved over the past two centuries. The engineer must be aware of the evolution of materials and systems so that the appropriate assessment and analysis is completed. Proper identification of material properties is essential to avoid inaccurate analysis.

Over the past few decades there have been numerous heritage buildings that have been negatively impacted by inappropriate assessments. Engineers conducting structural assessments must have experience and expertise in heritage building materials and methods so that appropriate and effective assessments are provided.

For condition assessments on older buildings a verification of heritage designation is required. Registries of designated buildings and districts are maintained by local municipalities plus provincial and federal authorities. The *Ontario Heritage Act* regulates alteration or demolition of the identified heritage attributes. It is noted that the heritage status reflects not only the appearance but the integrity of all components as a unique product of the specific building technology and materials of the time. Engineers shall make provisions for complying with the *Ontario Heritage Act*, when recommending any repairs and or interventions.

8.6 Housing and Small Buildings

This practice guideline was developed primarily for the structural condition assessment of buildings which by virtue of their size, classification, occupancy and use must be designed by an engineer. For other buildings this guideline can be modified as appropriate to suit the scope of the assessment.

8.7 Building Façades

Nonstructural facades such as veneer and curtain wall are not part of the structure and therefore not covered by this guideline. Nonetheless, the façade assessments are important, since facades form part of the building envelope, and their failure can result in a risk to the public and the underlying structure. For more information on façade assessments refer to the ASTM façade standards listed in Appendix 1.

8.8 Parking Structures

Parking structures and other structures exposed to vehicular traffic present a particular concern due to their exposure to the elements, de-icing salts, and dynamic loads of vehicles. For more information on conducting structural condition assessments on parking structures refer to the guidelines, standards, articles and reports listed in Appendix 1.

9. DEFINITIONS

Many words and phrases which have been appropriated into the lexicon of engineering are capable of being misunderstood by clients, insurers, lawyers, real estate agents, building officials and the public. It is therefore incumbent on engineers who prepare structural condition report to choose their words wisely and to define their meaning carefully.

The definitions of the key words and phrases used in this Guideline are those assigned to them in the following Statutes, Regulations, Codes, Standards and Commentaries in the priority in which they are listed.

1. The *Act* and the Regulations made under it
2. The *Building Code Act* and the *Building Code, Ontario Regulation 332/12 under the Building Code Act*.
3. The *Occupational Health and Safety Act, R.S.O. 1990, c. O.1*
4. The National Building Code of Canada.
5. The Technical Standards referenced in the *Building Code* applicable to the design, construction, renovation, occupancy and use of buildings referenced therein.
6. Those listed below to which specific meanings have been assigned in this Guideline.
7. The meanings which are commonly assigned to them by dictionaries, within the context in which they are used by engineers, technicians, builders and the skilled trades which implement structural engineering work.

Specific definitions for key words and phrases likely to appear in structural condition assessment reports, which this Guideline recommends for the sake of consistency, are provided below:

“Primary Structural System” - A combination of primary structural elements that support a building's self weight and applicable live loads based on occupancy, use of the space and environmental loads, such as wind, snow and seismic forces.

“structural integrity” – Is defined in the Structural Commentary L of the 2010 edition of the NBC – Part 4 of Division B, to mean the ability of a structure to absorb local failure without widespread collapse.

“structurally adequate” – Buildings are deemed to be **structurally adequate** provided they satisfy the evaluation criteria prescribed by Commentary L of the User’s Guide – NBC of the Structural Commentaries (Part 4 Division B).

“structurally sufficient” - Buildings and other designated structures which are designed and built to the minimum structural requirements of the current *Building Code*, in compliance with a valid Building Permit and where applicable, with the design and general review requirements of the *Building Code* are deemed to be “structurally sufficient”.

“structurally sound” – A building or other structure which exhibits no evidence of defects, damage, deterioration or distress that might impair its structural function or its present occupancy and use. Sound is not the same as adequate. Sound simply means undamaged.

“Structurally Unsafe”- as per Article 15.9 (2) of the Ontario Building Code Act, **“A building is unsafe if the building is,**

- a) **structurally inadequate or faulty for the purpose for which it is used; or**
- b) **in a condition that could be hazardous to the health or safety of persons in the normal use of the building, persons outside the building or persons whose access to the building has not been reasonably prevented.”**

Phrases that should not appear in Structural Condition Assessment reports, due to the risk of conveying an inaccurate impression, include:

“structurally safe” – This term is problematic due to wide misinterpretation to mean free from any risk of injury, failure or damage. However, should the engineer choose to use this term it should be based on the following definition:

an engineer who has determined that an existing building, other structure (or specified part thereof) is **structurally adequate** in accordance with this practice Guideline may express the professional opinion that this building, structure (or specified part thereof) is **structurally safe** for its present occupancy and use provided that,

- a) it is maintained in its current condition
- b) it is not subjected to extreme weather conditions beyond those prescribed by the Ontario Building Code
- c) its primary structural systems are in the professional opinion of this qualified structural engineer unlikely to collapse suddenly and without warning if subjected to the limiting weather conditions and load combinations imposed on their structural design by Part 4 of the OBC

“in general conformity” – **General Review** letters issued by professional engineers pursuant to the applicable requirements of the *Building Code* are not intended to be and therefore cannot be relied upon as **proof** that a building is either **structurally sufficient** or **structurally adequate**. The scope of the services required of professional engineers who provide **General Review** services for new buildings pursuant to the provisions of the *Building Code* and the requirements of the Act and Regulations is limited to periodic visits during the construction and routine and random quality control inspections and tests. For more information refer to the PEO guideline *Professional Engineers Providing General Review of Construction as Required by the Ontario Building Code*.

Often engineers are asked to make qualitative assessments. While reports should include definitions of qualitative terms specific to the assessment, the following terms from Ontario's Structure Inspection Manual (OSIM) published by the Ministry of Transportation and dated October 2000 (revised November 2003 and April 2008) could be used:

(i) Excellent

- This refers to an element (or part of an element) that is in “new” (as constructed) condition
- No visible deterioration type defects are present and remedial action is not required.
- Minor construction defects do not count as visible deterioration type defects.

(ii) Good

- This refers to an element (or part of an element) where the first sign of “Light” (minor) defects are visible. This usually occurs after the structure has been in service for a number of years. These types of defects would not normally trigger any remedial action since the overall performance of the element is not affected.

(iii) Fair

- This refers to an element (or part of an element) where medium defects are visible. These types of defects may trigger a “preventative maintenance” type of remedial action where it is economical to do so.

(iv) Poor

- This refers to an element (or part of an element) where severe and very severe defects are visible. In concrete, any type of spalling or delamination would be considered “poor” since these defects usually indicate more serious underlying problems in the material. These types of defects would normally trigger rehabilitation or replacement if the extent and location affect the overall performance of that element.

APPENDIX 1 – References of interest for engineers conducting structural condition assessments

Note that this list is provided for information only and should not be considered a comprehensive list. These references are informally grouped and presented in no particular order. This list in no way limits the responsibility of an engineer or the scope of this guideline:

Reference	Website
Books	
85 Years of Open-Web Steel Joist Construction	http://steeljoist.org/publications-1/85-years-of-open-web-steel-joist-construction-download
Structural Analysis of Historic Buildings by J. Stanley Rabun	http://www.torontopubliclibrary.ca/detail.jsp?Entt=RDM1145682&R=1145682
Structural Condition Assessment by Robert T. Ratay, PE	http://ca.wiley.com/WileyCDA/WileyTitle/productCd-0471647195.html
Structural Renovation of Buildings by Alexander Newman, P.Eng.	http://www.mhprofessional.com/product.php?isbn=0070471622
Why Buildings Fall Down by Matthys Levy	http://www.torontopubliclibrary.ca/detail.jsp?Entt=RDM247364&R=247364
Conserving Buildings: A Manual of Techniques and Materials, Revised Edition by Martin E. Weaver	http://ca.wiley.com/WileyCDA/WileyTitle/productCd-0471509442.html
Codes	
National Building Code of Canada (structural commentaries)	http://www.nrc-cnrc.gc.ca/eng/publications/codes_centre/2010_user_guide_nbc_part4.html
Building Code	https://www.ontario.ca/laws/regulation/060350
Guidelines	
11-99 Guideline for Structural Condition Assessments of Existing Buildings (ASCE)	http://www.asce.org/Product.aspx?ID=2147487569&ProductID=180889246
Evaluation, Maintenance and Upgrading of Wood Structures (ASCE)	http://cedb.asce.org/CEDBsearch/record.jsp?dockey=0034977
IStructE Code of	http://www.istructe.org/webtest/files/dd/dd7926b2-0487-4f20-a66c-

Conduct & Guidance Notes	c892fa670e11.pdf
Standards & Guidelines for Conservation of Provincial Heritage Properties (MTC)	http://www.mtc.gov.on.ca/en/publications/Standards_Consevation.pdf
Periodic Structural Inspections – Guidelines for Structural Engineers (Singapore)	http://www.bca.gov.sg/periodicstructuralinspection/others/psi_pe.pdf
Guideline for the Assessment of Existing Structures (SAMCO)	http://www.samco.org/network/download_area/ass_guide.pdf
CSA S478-95 (R2007) - Guideline on Durability in Buildings	http://shop.csa.ca/en/canada/structures/s478-95-r2007/invnt/27002521995
IStructE (2010) Appraisal of existing structures. 3rd ed. London: IStructE	http://shop.istructe.org/appraisal-of-existing-structures-third-edition.html
IStructE (2008) Guide to surveys and inspections of buildings and associated structures. London: IStructE	http://shop.istructe.org/surveys-and-inspections-of-buildings.html
IStructE (2013) Manual for the systematic risk assessment of high-risk structures against disproportionate collapse. London: IStructE.	http://shop.istructe.org/manual-for-the-systematic-risk-assessment-of-high-risk-structures-against-disproportionate-collapse.html
IStructE (2010) Practical guide to structural robustness and disproportionate collapse in buildings. London: IStructE.	http://shop.istructe.org/practical-guide-to-structural-robustness-and-disproportionate-collapse-in-buildings-2010.html
Ontario's Structure Inspection Manual (OSIM)	http://www.ogra.org/files/OSIM%20April%202008.pdf
Guidelines for Seismic Evaluation of Existing Buildings (NRC)	http://nparc.cisti-icist.nrc-cnrc.gc.ca/eng/view/object/?id=7cc614b7-a58f-4c98-a5f7-f62bb189d08d

<i>Parking Structures</i>	
NPA Parking Garage Maintenance Manual	https://weareparking.org/store/ViewProduct.aspx?id=1546302
ICE - Recommendations for the Inspection, Maintenance and Management of Car Park Structures	http://www.icevirtuallibrary.com/content/book/101134
BPA - Liability for Car Park Maintenance	http://www.britishparking.co.uk/write/Documents/Library/parking%20news/PPN30-%20Liability%20for%20car%20park%20maintenance%20-%20November%202011.pdf
BPA - Parking Life Care Plans	http://www.britishparking.co.uk/write/Documents/safer%20parking/Park%20Mark%20LifeCarePlansLeaflet%202011%20-%20page%20for%20web%20-%20small%20version.pdf
BPA - Asset Management and Maintenance for Parking Structures	http://www.britishparking.co.uk/write/Documents/Library/ppns/PPN%20017%20Octob%2005%20Asset%20Management%20and%20Maintenance%20of%20Parking%20Structure.pdf
PTI DC80.3-12: Guide for Evaluation & Repair of Unbonded Post-Tensioned Concrete Structures	http://www.post-tensioning.org/store/PTI_DC80.3-12: Guide for Eval Repair of Unbonded Post-Tensioned Concrete Structures
<i>Emergency Assessments</i>	
Applied Technology Council Publications	https://store.atcouncil.org/
FEMA 306 Evaluation of Earthquake Damaged Concrete and Masonry Wall Buildings: Basic Procedures Manual	http://www.fema.gov/media-library-data/20130726-1506-20490-1995/fema-306.pdf
Standards	
13822:2010 Bases for design of structures - Assessment of existing structures (ISO)	ftp://law.resource.org/et/ibr/et.iso.13822.2010.pdf
562-13 Code Requirements for Evaluation, Repair, and Rehabilitation of Concrete Buildings (ACI 562-13) and Commentary	https://www.concrete.org/store/productdetail.aspx?ItemID=56213

A23.1-09/A23.2-09 (R2014) Concrete Materials and Methods of Concrete Construction/Test Methods and Standard Practices for Concrete	http://shop.csa.ca/en/canada/concrete/a231-09a232-09-r2014/invt/27012102009
<i>Building Facades</i>	
ASTM E2270 – 14 Standard Practice for Periodic Inspection of Building Facades for Unsafe Conditions	http://www.astm.org/Standards/E2270.htm
ASTM E2841 – 11 Standard Guide for Conducting Inspections of Building Facades for Unsafe Conditions	http://www.astm.org/Standards/E2841.htm
ASTM C1496-11, Standard Guide for Assessment and Maintenance of Exterior Dimension Stone Masonry Walls and Facades	http://www.astm.org/Standards/C1496.htm
ASTM E1825-06(2012), Standard Guide for Evaluation of Exterior Building Wall Materials, Products, and Systems	http://www.astm.org/Standards/E1825.htm
<i>Parking Structures</i>	
CSA Standard S448.1-10 - Repair of Reinforced Concrete in Buildings and Parking Structures	http://shop.csa.ca/en/canada/structures/s4481-10/invt/27000572010
CAN/CSA-S413-94 (R2007) Parking Structures	http://shop.csa.ca/en/canada/structures/s413-07-r2012/invt/27005102007
Reports	
Deterioration of Parking Structures: Extent, Causes, and Repair Considerations Prepared by Suter	http://publications.gc.ca/collections/collection_2011/schl-cmhc/nh18-1/NH18-1-60-1986-eng.pdf

Keller Inc. for the Research Division of Canada Mortgage and Housing Corporation, 31 March 1986	
Nature, extent, and impact of residential parking structure deterioration Prepared by TROW Lmt. For the Technical Research Division Policy Development & Research Sector of Canada Mortgage and Housing Corporation, November 1981	http://publications.gc.ca/collections/collection_2011/schl-cmhc/nh18-1/NH18-1-58-1981-eng.pdf
<i>Parking Structures</i>	
ASCE - Condition Assessment of Parking Structures	http://ascelibrary.org/doi/abs/10.1061/40889(201)105
CMHC Deterioration of Parking Structures: Extent, Causes and Repair Considerations	http://www.cmhc-schl.gc.ca/odpub/pdf/62617.pdf?lang=en
CMHC Parking Structure Deterioration: A Survey and Analysis of its Extent and Influencing Factors	http://www.cmhc-schl.gc.ca/odpub/pdf/62623.pdf?lang=en
Case Studies	
Failures Wiki Building, Architectural and Civil Engineering Failures and Forensic Practices	http://failures.wikispaces.com
Failure Case Studies: Civil Engineering and Engineering Mechanics	http://matdl.org/failurecases/index.html
Report of the Elliot Lake Commission of Inquiry (Three Volumes) 15 October 2014	http://www.attorneygeneral.jus.gov.on.ca/inquiries/elliottlake/report/index.html

APPENDIX 2 – REPORT SAMPLE FORMAT

Engineers who perform structural condition assessments of existing buildings should communicate their findings and conclusions to their client in a written report prepared under the signature and seal of the engineer(s) who directed and supervised the assessment. The report should be written in a manner that is unbiased, accurate and understandable by a non-engineer, while containing sufficient technical data and documentation for an independent peer-review.

A sample format which provides a framework for a structural condition assessment report is provided below. The level of detail in the report should reflect the complexity of the assessment.

1. INTRODUCTION:

A concise, introductory section that documents

Who retained the practitioners (e.g. building owner, tenant, prospective purchaser, building official, an insurance adjuster, etc.)

When the practitioner was retained and when was the work done.

What type of assessment was conducted (Preliminary or Detailed).

Where is the building located.

Why the assessment is being performed

2. BACKGROUND INFORMATION:

A summary of the information upon which the practitioner relied to prepare the report, such as:

- A general description of the building (or part thereof) being assessed by the practitioner including its estimated age, floor area, number of stories, current or proposed occupancies, known changes in use, building additions, alterations and repairs. Further a general description of its structural systems should be included.
- A list of any prior assessments
- If of significance the identity of the original architect, engineer, builder and owner.
- Disclosures as required by Section 6.1 of this guideline.
- Any limitations imposed on the scope of the structural condition assessment by the client or practitioner.
- Identification of all subconsultants who participated in the assessment and their defined scope of work.

3. PURPOSE:

Include a complete statement of the purpose and objectives of the structural condition assessment and the part(s) of a building or other structure to which it applies.

4. METHODOLOGY:

Fully describe the methodology employed by the practitioner to assess the structural condition of the building (or part thereof) to enable a knowledgeable reader to determine the level of effort applied to the assessment and the level of confidence which can reasonably be inferred from the results, conclusions and recommendations.

The report should include a chronological description of the tasks completed at the building site during the course of the assessment, the dates when these tasks were performed and the team members, equipment and methods employed to accomplish these tasks. Additionally, list the technical standards and guidelines (e.g. PEO, CSA, ASTM, etc.) applicable to the methodology used for the structural condition assessment. Any deviations from these standards and guidelines should be disclosed and justified.

5. DOCUMENT REVIEW:

Provide a complete listing of all relevant documents (e.g. drawings, specifications, maintenance records, previous structural assessment reports) reviewed by the engineer. Include a discussion of the available documents and those that were not, but would have been of assistance. Describe any observations that provided the engineer with insight or concern before conducting the site investigation.

6. BUILDING EXAMINATION

This section should include the relevant observations used in the structural assessment. If the scope of the assessment is limited to a localized part of the structure this section of the report can be brief. For a detailed assessment this section of the report may need to be expanded and subdivided. The content commonly reported is listed below:

- The results of all observations, and diagnostic inspections to assess the condition of the exposed structural elements and to identify areas of localized damage, deterioration and distress should be documented, including references to photographs.
- The rationale for the removal or non-removal of finishes, for more detailed inspections, or for testing.

7. ANALYSIS

The results of any calculations performed to assess the structural adequacy should be produced and the standards and/or guidelines used for the evaluation should be referenced. Any detailed calculations if required to support the conclusions could be included in the appendices of the report.

8. DISCUSSION:

This section of the report should contain the assessment results explained in a manner easily understood by the client, building owner, building officials, regulators and non-engineers. If inadequacies are identified the report discussion should include:

- The nature, extent and significance of structural inadequacies discovered during the course of the structural condition assessment.
- The probable cause of structural inadequacies if known.

- Explain the possible safety concerns, and associated risks posed by any deficiencies discovered by the structural assessment and the consequences of not addressing the deficiencies within a given timeframe.

9. CONCLUSIONS AND RECOMMENDATIONS:

The engineer's conclusions should be based on the observations and analysis of the structural condition assessment.

Conceptual solutions which could mitigate the structural inadequacies and recommendations for further analysis, investigations, repairs or other remedial measures should be included.

10. APPENDICES:

When required background documents, photographs, calculations, data and evaluation results upon which the engineer(s) relied for the assessment can be included in the appendices.

CONSULTATION COMMENTS

C-509-2.8
Appendix B

Document: Structural Assessment
Review Period: March 1, 2016 - April 29, 2016

#	Date	Comments	Subcommittee Response
1.	Tue 3/1/2016 12:00 PM [REDACTED]	<p>Please find my comments on the guideline attached.</p> <p>Generally I like this document, and have a few comments;</p> <p>The use of the terms “danger to the public” and like are not applicable in all buildings. Some industrial buildings are not accessible to the public. Consider changing wording throughout or adding to definitions at the beginning.</p> <p>There is no clear mention of time frame for repairs, it only talks about immediate repairs or emergency repairs. Do we need to define how far into the future we need to look when we are talking about possible outcomes of defects in the buildings? It is very hard to determine when something might fail due to ongoing corrosion or chemical attack, or when a coating will fail completely. We are currently using these standard time frames in our reports; immediate (safety concerns), 0-1 year, 1-5 year, 5-10 year.</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>The term “public” is used in the broad sense which includes workers.</p> <p>Time frame for repairs falls under the engineers’ judgment. Please note the following text from the guideline:</p> <ul style="list-style-type: none"><i>• In situations where there is an imminent risk the engineer is to contact the appropriate authority so that public safety is protected.</i><i>• If the risk is not imminent, report the risks to their client promptly and confirm it in writing, with a request that the client copy the report to the property owner, occupants or other appropriate parties</i>

		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p><i>immediately or within a given timeframe appropriate for the circumstances.</i></p> <p><i>Staff reviewed attachment. The guideline was previously edited and addresses all the comments.</i></p>
2.	<p>3/1/2016 2:46 PM</p> <p>[REDACTED]</p> <p>Ministry of Transportation</p>	<p>Hi</p> <p>Small typo</p> <p>Page 24</p> <p>OSIM is published by the “Ministry of Transportation” – not the Ministry of Transport.</p> <p>[REDACTED]</p> <p>Ministry of Transportation Ontario Design and Contract Standards Office</p>	<p><i>Thanks, correction made.</i></p>
3.	<p>Tue 3/1/2016 4:38 PM</p> <p>[REDACTED]</p>	<p>To whom it may concern:</p> <p>Forgive the fact I am no longer practicing Engineering and haven't for many years. However, I am a thinking person yet and feel I may have three unexpected ideas to offer if not already submitted:-</p> <p>1) I think it would be worthwhile to solicit input from a highly professional general insurance company so their experience in assessing buildings could benefit society in general. The collapse</p>	<p><i>Thank you, the subcommittee received input from insurance companies.</i></p>

		<p>of the World Trade Centre after 9/11 and the reasons for that were quite shocking and also high level insurers, who carry out in-depth assessments to insure such facilities must have revamped their processes after that. A company that I have no interest in is FM Global up in Markham.</p> <p>2) Recalling from engineering days, it seems to me the proper filing of both design drawings and specs PLUS "as-built" drawings with changes clearly denoted including changes to the specifications should be highly regulated , monitored and disciplined - and carry with it lifelong liability for the engineer and contractor for doing so. This step alone would go a long way towards proper building safety. Even in my own home I was appalled at what the contractor who built it got away with.</p> <p>3) Building ventilation assessment should be included to ensure proper air quality maintenance is upheld.</p> <p>Thank you for the opportunity to comment! ██████████</p>	<p><i>Thanks again, there is a subcommittee working on a separate guideline for record drawings.</i></p> <p><i>Good idea, but outside the scope of this guideline.</i></p>
4.	<p>Wed 3/2/2016 1:08 PM ██████████</p>	<p>Thank you for the opportunity to provide feedback. See comments in attached document mark-up. These comments are my personal comments and do not reflect the opinion of my employer ██████████.</p> <p>██████████ ██████████ ██████████</p>	<p><i>Comments were addressed in the October</i></p>

			<i>meeting of the subcommittee.</i>
5.	Wed 3/2/2016 2:22 PM █	<p>Comments:</p> <p>Page 15: Mentions the use of calculations. It should be stated that the Engineer should not disclose calculations, or be subjected to disclosure of calculations, unless agreed by the Engineer.</p> <p>Page 22: Definitions of wording is useful, but will remain subjective when used in reports, because other readers may not have the guideline to refer too, and it is possible that the Engineer may not have read the guideline itself. It may be better for the Engineer to clearly state their meaning in their report, rather than rely on definitions in the guideline, which can have a different interpretation by a reader who has not read the guideline and is only reading the wording in context of the report.</p>	<p>Best practices for Calculations are addressed in the Use of Seal guideline.</p> <p>Good point, however, the guideline clearly states the following:</p> <p><i>It is therefore incumbent on engineers who prepare structural condition report to choose their words wisely and to define their meaning carefully.</i></p>
6.	Fri 3/4/2016 10:28 AM █	<p>A few small things I see as I reviewed the document:</p> <p>Page 1: "Brian Ross" should be "L. Brian Ross". I know Brian well and he always uses the "L" in his name.</p> <p>Page 2: Fix the formatting which is not consistent, specifically the spacing between lines.</p> <p>Page 5, Note 2: The word "ppractitioners" is only used in that spot leading me to believe that the word "practitioners" should be used.</p>	<p><i>Thanks, we will ask the Chair how he prefers to have his name written.</i></p> <p><i>Fixed</i></p> <p><i>Fixed</i></p>

		<p>Page 6: The word "façades" is used which is French but should be "facades" which is English.</p> <p>██████████</p>	<p><i>Thanks, we will let communications correct any spelling errors.</i></p>
7.	<p>Wed 3/9/2016 4:30 PM</p> <p>██████████</p>	<p>Greetings,</p> <p>I've reviewed the Guideline and find it rather complete – good work! My only question/concern refers to Section 8.2 f) Recommendation for Detailed Assessment where it states that “the engineer must clearly state the reasons and timeframe, and indicate the consequences of failing to do so” which is very subjective and could greatly vary according to engineering opinion. Some further language should be included here to provide the engineer some better guidance and direction.</p> <p>Take for consideration, what would engineers have rated as a reasonable timeframe for a Detailed Assessment for the Elliot Lake Mall inspection – one week, one month, three months, one year given the age of the building? Any timeframe must give the owner some consideration for compliance given they may wish to get a second opinion, obtain competitive quotes, and/or obtain financing to pay for the Detailed Assessment. I personally don't believe an engineer would state a 1 or 2 week timeframe for a Detailed Assessment (equivalent of putting a gun to the owner's head), but without some guidance and direction, it is subject to a wide interpretation.</p> <p>Some additional language will help standardize the appropriateness of timeframe for a Detailed Assessment, which may vary depending on the complexity of the Assessment.</p>	<p>Imminent risk is covered in the Duty to Report section already, as per the following text:</p> <p><i>In situations where there is an imminent risk the engineer is to contact the appropriate authority so that public safety is protected.</i></p> <p>We do not have all the facts about the Algo Mall collapse and therefore cannot comment.</p> <p>The guideline already has similar language:</p>

		<p>Some guidance language could be as follows:</p> <ul style="list-style-type: none"> • Immediate Threat to Health and Safety – vacate premises immediately and/or provide provisions to reduce the immediate threat in the interim period • Potential Threat to Safety with High Occupancy – under 3 months • Potential Threat to Safety with Low Occupancy – under 6 months <p>Given typical inspections are annual, I personally don't believe anything should be rated longer than 6 months. However, if structures (i.e., bridges) are inspected every three years, then a timeframe of 1 to 2 years may be warranted given governments would need to place it on their budgets.</p> <p>That's my only two cents. Again, good work – Rob.</p> <p>[REDACTED]</p>	<p><i>e) Decisions on Immediate Actions</i> <i>When the preliminary assessment indicates a potentially dangerous condition (a situation that endangers the safety or welfare of the public), the engineer is obligated to expediently report (verbally and in writing) the condition and consequence to someone who has authority or responsibility to deal with the situation refer to section 6.2 Duty to Report). This report will frequently include the need for immediate actions to mitigate the risk. It may be necessary to provide such written notice in a short letter in advance of the complete report.</i></p> <p><i>Possible recommendations for immediate actions may include:</i></p> <ul style="list-style-type: none"> • <i>installation of temporary shoring or bracing to prevent collapse,</i> • <i>restriction of access to the building or part thereof, or</i> • <i>installation of a protective enclosure to minimize infiltration of the elements.</i>
8.	<p>Tue 3/22/2016 11:49 AM</p> <p>[REDACTED]</p>	<p>Hello,</p> <p>My name is [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	

[REDACTED]

Below please find some comments associated with the subject concern Draft Guideline of Structural Condition Assessment of Existing Buildings and Designated Structures:

1. General Comments

1.1 There are few typos throughout the document.

- Section 2 Preface, Note 2. The word "ppractitioner" to be corrected.

- Note 3, use of symbol " to be removed. etc, etc.

1.2 Use of word "must".

In today's literature use of word "must" is not recommended. Instead use of word "shall" which has been used in many section of this Guideline is the appropriate one. Note that in all CSA standards use of "shall", "should", "may" and "can" is recommended. Below I am providing definition for usage of the above:

"shall" is used to express a requirement, i.e., a provision that the user is obliged to satisfy in order to comply with the standard;

"should" is used to express a recommendation or that which is advised but not required;

"may" is used to express an option or that which is permissible within the limits of the standard;

and "can" is used to express possibility or capability.

Many thanks, the typos have been fixed.

Many thanks; our communications team will do a thorough grammar check.

		<p>2. Comment associated with Section 3. PURPOSE AND SCOPE OF GUIDELINE</p> <p>2.1 It appears that this guideline provides some technical Requirements, (i.e. technical process, documentation etc) and is redundant knowing that more detailed info are available from NBCC. NBCC 2010 Commentary L seems to present high level guidelines on this field along with basic considerations, quality assurance, recommended Code or standards etc. the recommended references like ASCE 11-90 and ISO/DIS 13822.</p> <p>3. Comment associated with Section 8 Performing Structural Condition Assessment</p> <p>3.1 Section 5, Page 8, paragraph 3: the description on knowledge and experiences requirement on the professional competence seems to be too broad without measures, and it needs to be carefully worded to establish the "qualification boundary".</p> <p>a) Item 3, "failure mechanisms of structures" appears to be a complicated technical word, words like "typical failure modes" might be good for an engineer.</p> <p>b) Item 4, "structural engineering" is too broad that might include requirement in item 3.</p> <p>3.2 Section 8.1, Suggest further explanation on the primary objective. From the current wording, the primary objective seems to include the secondary.</p> <p>3.3 Section 8.1, paragraph 3: "the methodology to be followed". It is unclear for which methodology you are talking. Is there any definition of word "methodology"? If not I suggest to add one. In addition whatever definition is provided the</p>	<p>Respectfully disagree, the guideline avoids making technical recommendations and only refers to technical documents.</p> <p>The subcommittee prefers the current wording in Section 8.</p> <p>Edits were made to address this issue.</p> <p>The subcommittee prefers the current wording.</p>
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		<p>methodology should be understandable to the client;</p> <p>3.4 Section 8.1, paragraph 3: "limitations of the finding". I suggest an additional clarification to state that this should be discussed to the client before the assessment is performed.</p> <p>3.5 Section 8.2 (b), paragraph 2 of page 15: limit of the scope might ignore some other elements affected.</p> <p>3.6 Section 8.3 (b). Use of word "scientific manner" appears to out of context. It is very generic, not defined and may not fulfill purpose of use under "diagnosis Inspection".</p> <p>3.7 Section 8.5, what are the applicable assessment methodology and codes & standards?</p> <p>3.8 Section 8.7, Commentary L of NBCC applies to Building Facades as well similar to 8.6. Suggest adding the reference.</p> <p>3.9 Section 8.8, Commentary L of NBCC applies to parking structure as well. Suggest adding the reference.</p> <p>3.10 Page 23, "c) ..."its primary structural systems are" It is believed that building code and its reference codes and standards does account for these sudden collapse without warning. Suggest reformulation since design should be in</p>	<p>Yes, that is why the guideline states: <i>the engineer and the client must understand and agree to the scope of work</i></p> <p>Good point, the following additional wording was added: <i>This limited assessment should cover the elements directly affected, adjacent members and connections, and any other components within the affected element's critical load path.</i></p> <p>Subcommittee prefers this wording.</p> <p>Depends on the work involved and up to the engineer to make that determination.</p> <p>Disagree, since facades are not in the scope of the guideline.</p> <p>It is understood that parking structures are buildings.</p> <p>Subcommittee prefers original wording.</p>
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		<p>compliance with NBCC, weather conditions and load combinations imposed on their structural design.</p> <p>Regards, </p>	
9.	<p>Wed 4/6/2016 9 :56 AM </p>	<p>Re: Comments</p> <p>Below please find my comments on the draft document:</p> <p>p.6, second para, shouldn't 'may be served and protected' be 'be served and protected'?</p> <p>p.7, reasons for structural condition assessments, 1 – to include 'or as part of a building management/maintenance plan by the building owner'</p> <p>2 – how about 'voluntary consideration of upgrading to current code requirements'?</p> <p>3 – what is 'Performance Standard'? Is this in terms of meeting requirements in section 8? Also, 'shall to be followed' should be 'shall be followed'. Consideration should be given to combining sections 5, 6 and 7 under Profession Requirements. As stated in the Abstract, this guideline is to define the professional and technical requirements, one would assume sections 5, 6 and 7 would fall under professional requirements and section 8 under technical requirements.</p> <p>p.10 under 6.2 Duty to Report, 'who does what to whom and</p>	<p>Our communications staff will make grammatical corrections.</p> <p>Disagree; this scenario is already included in the guideline.</p> <p>Disagree; this scenario is already included guideline.</p> <p>Performance Standards are regulations to be followed by engineers.</p> <p>The subcommittee prefers the original outline.</p> <p>The Duty to Report section was edited to</p>

		<p>when' is not clear? What is a serious structural defect? And if the risk is imminent? What is the role of the building owner?</p> <p>p.12 under 7. Professional requirements, the third item/paragraph could be re-arranged to focus on the process, i.e. moving the last sentence to the beginning and include the specifics (the rest of the paragraph) as non-exclusive examples.</p> <p>p.13 first paragraph, shouldn't it be 'or if a change of use for the building has occurred' rather than 'is being investigated'. Middle of p.13, 'limitations of the findings, and', can be reworded as 'limitations of the assessment findings, and'.</p> <p>Under 8.2, first paragraph, title of NBC Commentary L should be given.</p> <p>Under section 8.3 Detailed Assessment, (c) Forms and Checklists, extreme caution needs to be taken when suggesting/considering 'customize' forms and checklists of non-Canadian sources/practices. These are not procedures that we are talking about here. Rationale on the customization of the forms/checklists and the review/acceptance of the customized forms/checklists by the AHJ shall be provided.</p> <p>Section 8.4, references to ATC, FEMA not provided?</p> <p>Section 8.5, third bullet, suggestion to add wordings to the end,</p>	<p>address these concerns.</p> <p>The Professional Requirements section was edited to address these concerns.</p> <p>Generally an assessment should be performed before the actual change of use.</p> <p>Agreed, fixed</p> <p>Agreed, this is the reason why the guideline clearly states: <i>forms and checklists can never replace the judgment of an experienced engineer</i></p> <p>These references are not included since emergency assessments, such as after an earthquake, are not in the scope of this guideline.</p> <p>Subcommittee prefers original wording.</p>
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		<p>i.e. 'protected by legislation against certain intrusive survey/inspection and mitigation techniques'.</p> <p>p.31, first bullet, suggestion to add wording including its estimated age, applicable design code for the building ...'</p> <p>p.32 section 7 Analysis should include clarification on assumptions used in the analysis, i.e. based on documents (as designed vs as built) reviewed, level of inspection, quality of data such as material properties ...</p> <p>p.32 section 8 Discussion appears to presume 'structural inadequacies' as the expected outcome of the assessment; a more neutral position is desirable, i.e. assessment is assessment and 'structural adequacy', like 'structural inadequacies', can be one of the outcomes.</p> <p>p.33, 'where appropriate, recommend the follow-up actions necessary to mitigate the risks posed by structural deficiencies'- it is possible that due to the complexity/irregularities of the building structural being assessed, the recommendation is to conduct a more detailed 3-D analysis to confirm its adequacy or inadequacy.</p> <p>Thank you.</p> <p>██████████</p>	<p>Subcommittee prefers original wording.</p> <p>Subcommittee prefers original wording.</p> <p>Thanks, edits were made to address this concern.</p> <p>Thanks, edits were made to address this concern.</p>
10.	<p>Wed 4/6/2016 12:03 PM</p> <p>██████████</p>	<p>Very useful document.</p> <p>In the section "APPENDIX 1 – Structural condition assessments</p>	

		<p>References of Interest to Engineers” consideration can be given to include the following documents.</p> <ol style="list-style-type: none"> 1. NRC-CNRC – Guidelines for Seismic Evaluation of Existing Buildings 2. NRC-CNRC – Manual for Screening of Buildings for Seismic Investigation 3. NRC-CNRC – Guideline for Seismic Upgrading of Building Structures <p>In the same section, under Codes, “Building Code” could be amended to indicate “Ontario Building Code”</p> <p>██████████</p>	<p>Thanks, the subcommittee decided to add the first reference.</p>
11.	<p>Mon 4/11/2016 4:47 PM</p> <p>██████████</p>	<p>5. Professional competence</p> <p>In addition to the notes already in the draft:</p> <p>Loss of strength due to:</p> <p>Corrosion of steel materials, Deterioration of concrete materials and cracking, Deterioration of Masonry materials and mortar disintegration, Weld cracking and breaking, Bolt twisting and shear off, Connection plates tear off, Glass caulking deterioration</p> <p>The following comments are related to sections of:</p> <p>Recommendations for detailed assessment</p> <p>Detailed Assessment</p> <p>Numerical Analysis</p> <p>Report</p> <p>And can be considered in these topics as task force see it appropriate and to be fit and in harmony with reminder of the text.</p>	<p>The subcommittee prefers the original wording.</p> <p>The subcommittee reviewed these suggestions.</p>

		<ul style="list-style-type: none"> - The result of site assessment depending on the nature of structural damage shall be quantified in a way that a suitable preliminary numerical analysis can be built on. - The structural components of the present condition shall be compared to the original design condition and current code of practice. Then, depending on the efficiency of current structural condition, conclusions to be made for mitigation and repair as the case might be. - Mitigation and repair shall be based on the urgency of the remaining capacity of structural components to support the applied loads with prescribed safety factors. The results will determine the path forward for mitigation and repair. - The condition survey of the damaged and compromised members such as concrete beams, columns, slabs, steel beams and columns, foundations, walls, façades, building settlements and displacement, deflection and movement, ... might need detailed investigation which require in some cases to spend more time in site by measuring all details that can enter the analytical model to determine the capacity of remaining or present condition. - In case of deep investigation beyond visual inspection a third party services might be required by agreement of engineer and the owner. - These services such as corrosion cases that affected the capacity of steel members might require ultra-sonic reading of thicknesses. - In case of concrete members crack widths, crack mapping, reinforcement corrosion, non-destructive core drilling and so on ... can be collected. 	<p>In general, these recommendations are too technical for a practice guideline dealing with professional obligations.</p>
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		<ul style="list-style-type: none"> - This detailed information of site assessment will enter to a report in the given date along with numerical analysis followed suit and conclusions for repair, mitigation, limitation of access, load, - This report will be recorded as a path forward document in which owner will develop a plan to comply with these findings results to repair or mitigate in a time frame specified. - Time frame can be immediate or has some more time depending on the condition such as corrosion rate, harsh environment, deterioration rate and so on ... - Financial restraint could delay the action by owner but the hard fact of structural efficiency will not follow the budgetary condition. It has to be fixed otherwise clearly engineer stated that if the repair and mitigation not completed in the time frame then the owner has full responsibility of consequences. <p>If the time frame comes up and or the condition is worsened as predicted in the report, building can be called inhabitable and shall be evacuated based on the agreement of engineer and owner and safety concern.</p> <p>██████████</p>	
12.	<p>Tue 4/19/2016 12:27 PM</p> <p>██████████</p>	<p>Here are my comments:</p> <p>At 6.1, bullet 3 – it states that the practitioner should disclose “any outstanding or past orders/requirements....”. I believe that should state “....that the practitioner is aware of...”. It is unfair to make the practitioner determine what such orders/requirements are before they are even retained by the client (i.e. – for proposals and the like). It is also unfair to hold</p>	<p>Thanks, this text was edited already and the following was added:</p> <p><i>“...that are disclosed by the owner or client”</i></p>

		<p>the practitioner accountable for documents that may not have been disclosed to the practitioner. This comment applies also, to some degree, to some parts of bullets 3 and 4 (it requires the practitioner to do some research prior to being engaged).</p> <p>8.6 – There is a typo – “For buildings not subject Division B Part 4 this guideline...” should read “For buildings not subject to Division B Part 4 this guideline....”</p> <p>On page 22, “Structurally adequate” should be italicized in both the title and in the body of that definition (to be consistent with other definitions)</p> <p>Yours truly,</p> <p>████████████████████</p>	<p>Many thanks, this typo was fixed.</p> <p>Thanks, italics were added.</p>
13.	<p>Sun 4/24/16 3:36 PM</p> <p>██████████</p>	<p>Thank you for sharing the Guideline for Structural Condition Assessments of Existing Buildings and Designated Structures. I read the document and found it to be comprehensive as far as the steps and content of the report. It may not be however sufficient in guiding engineers with this endeavor. I think the document should empower engineers to make decision based on what can be measured and limit the assumptions. Also consequences of the assumptions made have to be evaluated and clearly stated so that the owner and the engineer, together can assess the worthiness of the assessment. Structural analyses are always used but not necessarily reflective of the building that is under consideration. There should be a reference to calibrate or validate a model to enhance the confidence of the results.</p>	<p>Many thanks; ultimately engineers are responsible for their decisions. Guidelines provide best practices.</p> <p>Thanks, interesting point, but too technical for a guideline on professional obligations.</p>

		<p>Overall the document is very good and if I can be of assistance to enhance the guideline please do not hesitate.</p> <p>Best,  </p>	
14.	<p>Wed 4/27/2016 4:15 PM </p>	<p>Please find attached my comments.</p> <p>I would be pleased to discuss the comments with a representative from the PEO.</p> <p>Regards,  </p>	<p>The subcommittee addressed all these comments at its October meeting.</p> <p>The guideline clarified the difference between best practices and requirements.</p> <p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p>
15.	<p>Thu 4/28/2016 10:17 AM Synergy Partners</p>	<p>Dear Committee,</p> <p>Please see attached Synergy Partners' response to the above mentioned subject matter.</p> <p>Thank you,  Synergy Partners  Appendix F - Synergy letter consultation response.pdf</p>	<p>The subcommittee addressed all these comments at its August meeting.</p> <p>The guideline clarified the difference between best practices and requirements.</p> <p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p> <p>(other changes described in attached memo to participants of the public consultation)</p>

16.	Thu 4/28/2016 3:20 PM [REDACTED]	<p>Dear Sirs/Madames,</p> <p>Please see attached. Thank you.</p> <p>[REDACTED]</p> <p>[2 Attachments:</p> <p>16. PARTIES.2016.04.27-00063939.pdf</p> <p>16. STANDARD FORM FOR PROPOSING REVISIONS TO GUIDELINE AMENDMENT AND REVISION SUBMISSION FORM.2016.04.28 (00064270xD63E4).pdf]</p>	<p>The comments simply referred to the Elliot Lake recommendations, which the subcommittee already had addressed.</p>
17.	Thu 4/28/2016 5:10 PM [REDACTED]	<p>I have a few comments on the above noted practice guideline:</p> <ol style="list-style-type: none"> 1. Section 2 "Preface" notes "...the sub-committee was instructed to develop best practices.." while Section 3 "Purpose and Scope of the Guideline" notes that it is to set "...the minimum requirements...". It should be clear if the guideline is for the minimum requirement of best practice as it cannot be both. 2. Section 6.1.2 notes practitioners should disclose any past orders or requirements issued by a regulatory authority. Many of these document can only be obtained with Power of Attonery. If the client is not aware of any past order we will be unable to include it and it will be not disclosed. Further, this information may not be known in the proposal stage and is more applicable in the reporting stage. 	<p>The guideline clarified the difference between best practices and requirements.</p> <p>Wording was revised to indicate orders that were disclosed by the owner or client.</p>

		<p>3. Section 6.2. The requirements here can create conflict in situations where we are also bound with confidentiality agreements. For example, we may be acting in a pre-purchase situation and are not allowed to discuss the work with the occupants but are allowed to disclose to our client (potential purchaser) who would then have to disclose to the current owner. There may also be issue with the ability to “notify building occupants immediately”. The language is broad and could be interpreted to run the range from letting the property manager know about the issues to posting the concern on Twitter or putting up signs in the lobby. Further clarification on what is intended by notifying building occupants is required as it can vary based on the size of the building – 80 storey tower to single tenant warehouse.</p> <p>4. Section 8.2.b(5): I think wording is quite ambiguous. It may be better to write “Identify <u>visually obvious</u> building envelope conditions...” asking them to note “any” building envelope condition is quite broad and would be better to narrow it down. It may also be helpful to add that a building science/envelope engineer should be retained to comment on the specific conditions leading to the structural issues.</p> <p>5. Section 8.2.b(5) It may be useful to add “long-term leakage” to the list of structurally compromising events such as fire, etc.</p> <p>Regards,  </p>	<p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p> <p>Subcommittee prefers original wording.</p> <p>Good point, leakage was added.</p>
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18.	Fri 4/29/2016 7:37 AM [REDACTED]	Enclosed please find Entuitive’s comments on the proposed Structural Condition Assessment Guideline. [REDACTED] [REDACTED]	<p>The guideline clarified the difference between best practices and requirements.</p> <p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p> <p>(other changes described in attached memo to participants of the public consultation)</p>
19.	Fri 4/29/2016 11:34 AM WSP Canada	Please find attached WSP review comments related to the draft guideline on Structural Condition Assessments of Existing Buildings and Designated Structures. These comments are authored by the WSP Canada Structures team. Best, WSP [REDACTED] Appendix G -WSP Structural Engineering letter consultation response.pdf [REDACTED]	<p>The guideline clarified the difference between best practices and requirements.</p> <p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p> <p>(other changes described in attached memo to participants of the public consultation)</p>
20.	Fri 4/29/2016 2:00 PM LCMBO / OBOA	On behalf of LMCBO and OBOA, please find attached our joint comments on the PEO public consultation document for “Structural Condition Assessments of Existing Buildings and Designated Structures”. Should you have any questions or concerns with any of the attached, please do not hesitate to contact me.	<p>The guideline clarified the difference between best practices and requirements.</p> <p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p>

		<p>My only serious concern with the documents is the broadness of Clause 6.2 and the liability it put on the engineer with respect to advising everyone (i.e. the client, building owners, The Ministry, The City, tenants etc...) of issues that are discovered. Having said this, our concern primary relates to situations where we are not working for the building owner (i.e. potential purchaser, financial institution) in cases where we are to ask confidentially agreement prior to starting the assignment.</p> <p>I think the guideline needs to address these specific situations as well</p> <p>If you require any further assistance, please do not hesitate to call</p> <p>Regards</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>With thanks, this section was significantly revised since the subcommittee received similar concerns.</p> <p>The guideline clarified the difference between best practices and requirements.</p> <p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p> <p>(other changes described in attached memo to participants of the public consultation)</p>
23.	<p>Fri 4/29/2016 4:21 PM</p> <p>[REDACTED]</p>	<p>Please find enclosed comments for the public consultation of the PEO Guideline on Structural Condition Assessments of Existing Buildings and Designated Structures.</p> <p>Should you have any questions regarding the information contained in this submission, please contact me.</p> <p>Thank you for your consideration.</p>	<p>The guideline clarified the difference between best practices and requirements.</p> <p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p>

		<p>Cheers,</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>(other changes described in attached memo to participants of the public consultation)</p>
24.	<p>Fri 4/29/2016 5:38 PM</p> <p>WSP Canada</p>	<p>The WSP Building Sciences Team have reviewed the Guideline for Structural Condition Assessments of Existing Buildings and Designated Structures and provide the attached letter with comments. We would be open to a meeting to discuss our comments in the letter. In addition we would be pleased to provide a representative to help further develop this guideline.</p> <p>Thank you,</p> <p>WSP</p> <p>[REDACTED]</p> <p>Appendix I - WSP Building Sciences letter consultation response.pdf</p> <p>[REDACTED]</p>	<p>The guideline clarified the difference between best practices and requirements.</p> <p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p> <p>(other changes described in attached memo to participants of the public consultation)</p>
25.	<p>Fri 4/29/2016 8:47 PM</p> <p>Morrison Hershfield</p>	<p>We have attached the following documents:</p> <ul style="list-style-type: none"> · Letter from Morrison Hershfield, dated April 29, 2016 · Attachment 1 - copy of Final "Public Consultation" Draft: Guideline for Structural Condition Assessments of Existing Buildings and Designated Structures (with Morrison Hershfield comments) · Attachment 2 – Excerpts from ASTM E2018-08 Standard <p>Regards,</p>	<p>The guideline clarified the difference between best practices and requirements.</p> <p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p> <p>(other changes described in attached</p>

		<p>[REDACTED]</p> <p>Appendix J - MHL letter consultation response.pdf</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>memo to participants of the public consultation)</p>
26.	<p>Sat 4/30/2016 7:44 AM</p> <p>Quaile Engineering</p>	<p>Hello:</p> <p>Attached are comments by Quaile Engineering.</p> <p>Regards,</p> <p>Appendix K - Quaile letter consultation response.pdf</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>The guideline clarified the difference between best practices and requirements.</p> <p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p> <p>(other changes described in attached memo to participants of the public consultation)</p>
27.	<p>Sun 5/1/2016 9:18 PM</p> <p>[REDACTED]</p>	<p>Please find attached my comments attached.</p> <p>It was very good to see the specific reference to Heritage Buildings. The following paragraph from the document is very good:</p> <p><i>Over the past few decades there have been numerous heritage</i></p>	<p>With thanks, good points. However, since this is not a guideline on Heritage Buildings the subcommittee decided to keep the information on Heritage Structures brief.</p>

		<p><i>buildings that have been negatively impacted by inappropriate assessments. Engineers conducting structural assessments must have experience and expertise in heritage building materials and methods so that appropriate and effective assessments are provided.</i></p> <p><i>For condition assessments on older buildings a verification of heritage designation is required. Registries of designated buildings and districts are maintained by local municipalities plus provincial and federal authorities. The Ontario Heritage Act regulates alteration or demolition of the identified heritage attributes. It is noted that the heritage status reflects not only the appearance but the integrity of all components as a unique product of the specific building technology and materials of the time. Engineers shall make provisions for complying with the Ontario Heritage Act, when recommending any repairs and or interventions.</i></p> <p>My comment is to add:</p> <ol style="list-style-type: none">1. Additional information with respect to Ontario Engineers with respect to the Federal Authorities, for (Ontario) engineers that work on Federal Heritage Buildings: <p><i>Engineers should be aware of the Federal Heritage Buildings Review Office (FHBRO) that assist federal government departments in the protection of their heritage buildings and should have competent knowledge of the The Standards and Guidelines for the Conservation of Historic Places in Canada, the pan-Canadian benchmark for heritage conservation practice Canada, (it has also been adopted by several municipal</i></p>	
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authorities, jurisdictions across Canada).

Ana also that;

2. *Engineers conducting structural assessments on heritage designated structures must understand the historical significance and heritage values of the building/structure and should work in collaboration with other disciplines so that appropriate and effective holistic assessments and recommendations are provided. (An understanding of the historical significance, heritage values, what are the important heritage assemblies, character defining elements and materials to be protected, should be part of the background and reporting – collaboration with other disciplines is essential (for example conservation architecture & sustainability, materials conservators, historians) as the heritage designation generally touches all aspects.*
3. *Engineers should have expertise in non-destructive documentation and assessment techniques that can be used to minimize damage to historic materials during investigations.*

Also it is recommended that the following links be added to the references.

<http://www.pc.qc.ca/enq/proqs/beefp-fhbro/index.aspx>

<http://www.historicplaces.ca/en/pages/standards-normes>

		<p><i>Thanks,</i></p> <p><i>Please feel free to contact me if you have any questions on the above.</i></p> <p>████████████████████</p>	
28.	<p>Mon 5/2/2016 10:53 AM</p> <p>Aon Reed Stenhouse Inc.</p>	<p>We have discussed the issue with a number of others involved in insuring engineers. We believe that engineers involved in assessing the structural integrity of complex structures should be required to purchase a minimum of \$5,000,000 of professional liability insurance. For small, more routine structures the limit should be at least \$1,000,000. As to defining what constitutes a small routine structure as opposed to a complex structure we would defer to your group. Having said this, we consider a large shopping mall, a high-rise structure, and any structure that is involved in significant concentrations of people such as food stores, box stores, schools, hospitals, places of worship, etc. as qualifying as complex structures.</p> <p>The \$5,000,000 limit for professional liability insurance would not in itself be sufficient to respond to claims in the event of a serious event, but the limit would serve as a significant disincentive for anyone considering this type of work as a one off project that they really should not undertake.</p> <p>████████████████████ ████████████████████ ████████████████████</p> <p>Aon Reed Stenhouse Inc.</p>	<p>Clients already have the ability to request for additional insurance. Furthermore, the government may mandate additional insurance for mandatory assessments.</p>

		Toronto, Canada	
29.	Mon 5/2/2016 11:05 AM [REDACTED]	<p>This is probably not in the preferred format and I have included 2 copies of the commented PDF – they are identical but they present the comments in different ways and neither are my preference but we work with what we have.</p> <p>As much as I believe in the need for documented guidance, I think that it is important that we not place the practitioner into a box that exaggerates their liability and the expectations placed on their work. Additionally, I think that the government must also place some additional burden on the owner to comply and support as I have dealt with owners who want to obfuscate and deny. All reports should be placed on record with the building authority.</p> <p>Regards [REDACTED] [REDACTED] [REDACTED] [REDACTED]</p>	<p>With thanks, the guideline was edited so that the engineer’s responsibilities are consistent with the Professional Engineers Act.</p> <p>The guideline clarified the difference between best practices and requirements.</p> <p>The Duty to Report and Duty of Care sections were revised to clarify the responsibilities of engineers.</p> <p>(other changes described in attached memo to participants of the public consultation)</p>
30.	Lee Weissling, Ph.D. Ontario Society of Professional Engineers	<p>Thank you Jose,</p> <p>I indeed provided the guideline to several of our experts. The</p>	Staff to draft a thank you letter to OSPE.

		<p>only comment I received was that they thought it well laid out and support it. I got caught up in proposal writing and then went on holiday.</p> <p>Would you like me to prepare a more formal response in terms of OSPE's overall support of the Guideline?</p> <p>Thanks,</p> <p>Lee</p>	
31.	<p>David Zurawel Director, Government and Stakeholder Relations Consulting Engineers of Ontario</p>	<p>Hello Sherin,</p> <p>I apologize for my delay in responding your note.</p> <p>Unfortunately, we will not have anything to contribute to this particular consultation.</p> <p>With regards,</p> <p>David</p>	<p>Staff to draft a thank you letter to CEO.</p>



Memorandum

C-509-2.8
Appendix C

To: (all participants of public consultation)

From: José Vera, P. Eng., Manager, Practice and Standards

Date: (after Council approval)

Subject: Structural Condition Assessments of Existing Buildings Public Consultation

My sincere thanks for participating in this public consultation. Your comments and suggestions are very valuable to PEO and are a key step in the process of developing practice guidelines. The subcommittee noted that many of the participants had similar concerns that some of the best practices in the draft guideline might be interpreted as being too onerous for engineers. In an effort to strike the right balance between best practices that help protect the public yet can be effectively followed by engineers the draft guideline was edited. Below is a list of some of the key edits and responses to these concerns. For the sake of conciseness other updates, such as grammatical and spelling corrections, are not included in this list.

3 – PURPOSE AND SCOPE OF GUIDELINE

This section was edited to clarify that building envelopes and facades are not covered. Further, it was clarified that guidelines define best practices.

4 – INTRODUCTION

This section was edited to clarify that the types of assessments and the reasons for conducting the assessments are different concepts.

5 – PROFESSIONAL COMPETENCE

The first two paragraphs were removed in this section since these requirements are already covered under section 7 Professional Requirements.

6 – PROFESSIONAL RESPONSIBILITY AND LIABILITY

6.1 – Disclosures

The following sentence was edited to note that the owner and client have responsibilities to disclose orders/requirements:

“Any outstanding or past orders/requirements issued by any government body or regulatory authority that are disclosed by the owner or client.”

6.2 – Duty to Report

This section was edited to clarify that the engineer generally reports to their client first and on some cases to the authority having jurisdiction. Often, the engineer can only report a problem and may not have the authority to solve it. Consequently, some sentences recommending solutions were removed from the guideline.

6.3 – Duty of Care

The following sentence as edited to note that accountability does not always have legal consequences. Furthermore, engineers cannot be expected to discover all defects. Consequently, only defects that reasonably can be discovered are mentioned in the guideline.

“If their assessment fails to discover and report a serious defect that *ought reasonably to have been discovered*, and that such defect subsequently causes or contributes to a structural failure or building collapse, they may be held ~~legally~~ accountable for the damages.”

7 – PROFESSIONAL REQUIREMENTS

The following sentence was added to clarify the role and responsibility of contractors in this line of work:

“The engineer shall prepare instructions to the owner and the contractor for the safe removal and/or disassembly of items from the building, or the load testing on the building, if required to adequately complete the assessment.”

8 – PERFORMING STRUCTURAL CONDITION ASSESSMENTS

8.1 – Scope of Work

The term “intended loads” was revised to “proposed loads”, since this term better applies to a change of use for the building being assessed.

8.2 – Preliminary Assessment

a) Study of Documents and other Evidence

While there were some concerns that a detailed document review might be too onerous during a Preliminary Assessment, the subcommittee is convinced that a document review based on relevant and available information is a reasonable best practice. Besides, the following sentence was edited to clarify the role and responsibility of clients in this line of work:

“The engineer should request from the client: original construction documents, orders issued by an authority, previous assessment reports, reports of chronic issues, and other reports that may be available.”

b) Site Assessment

Subjective terms that may leave room for interpretations were removed and replaced with more specific language. For example, “identify any deviations” was replaced with “identify apparent deviations”.

c) Preliminary Numerical Analysis

Some participants were of the opinion that in the absence of structural distress and or damage, engineers should be able to rely on the original engineering design and past performance for structural adequacy. The subcommittee believes that this opinion is consistent with the best practices provided in the guideline.

d) Reporting

Some participants were concerned with the sentence, “A Preliminary Assessment should conclude with a sealed written report issued to the client in a timely manner. “ Specifically, the concern was with the term “in a timely manner”. The subcommittee believes that this term is reasonable as it involves professional judgement which the engineer must exercise on a case by case basis.

e) Decisions on Immediate Actions

The term “immediate” was of concern to some participants. The subcommittee notes that this section applies to dangerous situations and therefore the actions have to be immediate.

8.3 – Detailed Assessment

a) Detailed Documentation Search and Review

The following sentence was updated to clarify the purpose of the documentation search:

“This information may be of significant value and may assist in understanding the structure’s history, and limiting the extent of site surveys or destructive investigations.”

b) Building Examination

This subsection previously titled “Diagnostic Inspection” was renamed “Building Examination” to better reflect its purpose.

e) Structural Analysis

The following introductory paragraph was added to this subsection, since a Structural Analysis may not be required for every Detailed Assessment:

“When an area of concern is identified, a structural analysis may be required to quantify the level of structural adequacy of a member, portion of the building, or building as a whole.”

8.6 – Housing and Small Buildings

This section was reworded as follows to better reflect its purpose:

“This practice guideline was developed primarily for the structural condition assessment of buildings which by virtue of their size, classification, occupancy and use must be designed by an engineer. For other buildings this guideline can be modified as appropriate to suit the scope of the assessment.”

9 – DEFINITIONS

The following definition also found in the Structural Design Services practice guideline was added as requested by several participants:

“Primary Structural System” - A combination of primary structural elements that support a building's self weight and applicable live loads based on occupancy, use of the space and environmental loads, such as wind, snow and seismic forces.

APPENDIX 1 – References of Interest to Engineers Conducting Structural Condition Assessments

Several new references were added thanks to the input of the participants to this consultation. Furthermore, the introductory paragraph was edited to better reflect the purpose of these references:

“Note that this list is provided for information only and should not be considered a comprehensive list. These references are informally grouped and presented in no particular order. This list in no way limits the responsibility of an engineer or the scope of this guideline: “

APPENDIX 2 – REPORT SAMPLE FORMAT

This section was updated to be consistent with the best practices outlined in the practice guideline.

Thanks again for your participation. I will contact you again once the practice guideline is available on the PEO website.

September 15, 2015

MEMORANDUM TO: José Vera, P. Eng.
Manager Standards and Practice
Professional Engineers Ontario

FROM: Tony Crimi, P. Eng., M.A.Sc.
Chair
Building Safety Technical Advisory Panel

SUBJECT: **Structural Assessments of Existing Buildings**

In an e-mail written on September 14, 2015, you had requested that the Building Safety Technical Advisory Panel (BSTAP) established by the Ministry of Municipal Affairs and Housing provide feedback in writing on the August 17 draft of a guideline entitled “Structural Condition Assessment of Existing Buildings and Designated Structures”, prepared by a subcommittee of the Professional Standards Committee of Professional Engineers Ontario (PEO).

We appreciated having the opportunity to discuss PEO’s guideline at the last BSTAP meeting on September 8, 2015. BSTAP have reviewed this document with a focus on its mandate which is to make recommendations on:

- I. Priority categories of existing large buildings considered “high risk” in relation to their watertightness and structural sufficiency.
 - The categories of building will be grouped by risk (with the highest risk being assessed on the basis of the most people put at the most risk); and
 - For each category, the likelihood and consequences of failure will be assessed.
- II. An appropriate schedule for inspections to help safeguard public safety in relation to watertightness and structural sufficiency as these buildings age including:
 - The timeframe within which each category of buildings should be subject to an initial post-occupancy inspection; and
 - The appropriate period within which each category of building should be inspected on a regular go-forward basis.
- III. Technical requirements to achieve watertight, structurally sound and safe large buildings.

Members appointed to BSTAP are generally pleased with the guideline and its content. BSTAP is offering the following suggestions to the guideline:

1. The distinction between the terms “client” and “building owner” throughout the document seems to be often lost (e.g., the terms seem to be used interchangeably in cases where they should not be).

2. Page 10 – the following line was recommended to be included in section 6.3, “If their assessment fails to discover and report a serious defect that a reasonable practitioner should have detected which subsequently causes or contributes to a structural failure or building collapse, they should expect to be held legally accountable for the damages.”
3. Page 14 – should professional engineers be recommended to interview staff, property managers, etc. to obtain information regarding a condition of an existing building, PEO should also make reference to a potential public registry as a source of obtaining information (should a registry be established).
4. Page 16 – “When the assessment indicates signs of structural deterioration or if defects are present, the engineer may recommend a more comprehensive structural investigation to part, parts or the whole of the building. The engineer must clearly state the urgency of such action and a timeframe, and indicate the consequences of failing to undertake the additional assessment or repairs.” While other terms are defined in section 9, there is no definition of the term ‘failing’ the assessment. A definition is needed in this section, or in Section 9 (pages 24-25).
5. Page 24 – the definitions in Section 9 for "structural integrity" or "structural adequate" and "structurally overstressed" refer to NBC Commentary L. However, only the Detailed Assessment recommends the use of Commentary L. Neither the Preliminary Assessment, nor the Emergency Assessment mention using Commentary L. This creates a potential obstacle to the reporting of findings and seems to be inconsistent use of Commentary L.

If you have any additional questions or concerns, please contact me at (905)-508-7256, or tcrimi@sympatico.ca

Best regards,



Tony Crimi, P. Eng., M.A.Sc.
Chair
Building Safety Technical Advisory Panel

- c. Brenda Lewis
Director
Building and Development Branch



Ministry of
Municipal Affairs
and Housing

Ministère des
Affaires municipales
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September 16, 2015

A handwritten signature in black ink that reads "Jose".

MEMORANDUM TO:

José Vera, P.Eng.
Manager Standards and Practice
Professional Engineers Ontario

FROM:

Benjamin Somers
Manager
Building and Development Branch

SUBJECT:

Structural Assessments of Existing Buildings

We appreciate the opportunities to comment on this document and to attend meetings of the sub-committee. We believe that the subcommittee has made excellent progress in preparing a guideline that would clearly define PEO's expectations for professional engineers undertaking structural assessments of existing buildings, and that would respond to the recommendations of Elliot Lake Commission of Inquiry.

BDB reviewed this document from a technical and editorial perspective, with a focus on materials that refer to the Building Code, Building Code enforcement and Elliot Lake recommendations.

I have attached a tracked change version of the draft guideline with editorial suggestions, questions and comments. In addition, please consider the three general points below.

MMAH suggests working with PEO and/or the sub-committee to determine opportunities for developing a one-page summary template that could accompany a full structural assessment report. This may enable clarity for building owners, municipal building officials and the general public so they understand the assessment.

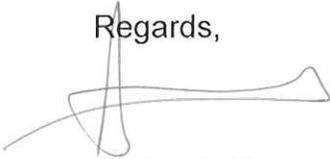
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As noted in our comments, we appreciate the complexity of building envelopes and that this may not fall into the scope of structural assessments. MMAH suggests holding further roundtable discussions with PEO and others (potentially including the Building Safety Technical Advisory Panel (BSTAP) and the Ontario Association of Architects) to determine whether/how to address this.

Lastly, I believe there has been some consideration by the sub-committee on how and when examples of best practices or case studies could be included into this document, or supplementary materials. MMAH supports further consideration of this to promote knowledge transfer and skills development.

If you have any additional questions or concerns, please contact me at (416) 585-6456, or benjamin.somers@ontario.ca

Regards,

A handwritten signature in black ink, appearing to read 'Benjamin Somers', written over a horizontal line.

Benjamin Somers
Manager

April 28, 2016

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

Attn: Professional Standards Committee

e: consultations@peo.on.ca

Dear Committee,

**RE: Response from Synergy Partners Consulting Limited for
“Structural Condition Assessments of Existing Buildings
and Designated Structures”
Revision 35.0
11 February 2016 – DRAFT for Public Consultation**

We have the following concerns regarding the document issued by PEO for Public Consultation.

1 GENERAL COMMENT ABOUT COMMITTEE MAKEUP

- 1.1 Despite the quality of the document, and the fact that we should all be grateful to the people who volunteered to produce it, we think the PEO can only deliver on its mandate if it engages representatives of the providers, users and regulators in the overall market for the services being covered by a professional practice document such as this.
- 1.2 We believe it should be incumbent upon PEO to establish committees that are truly representative of the market being addressed. Much like the advisor on the Elliot Lake inquiry, the authors represent firms with a very small market share in delivering the practice that is being affected by the document. This creates a risk of inadequate insight, like we believe to be the result of the Elliot Lake inquiry.
- 1.3 That none of the major firms volunteered should be taken as a message by PEO as something they have to solve. And there are no users or Building Officials represented. Such guidelines should be aimed at protecting the public, not the legal system.

2 ABSTRACT

- 2.1 We think the document needs more clarity about the risks that are being addressed. It is not useful just to refer to the 1992 Building code Act (It should at least be noted that it has been amended to 2014.) Very few people will have seen it, and since “structural condition assessments of existing buildings” it is not defined in the Act, it is not at all clear what value the reference has.

Structural Condition Assessments of
Existing Buildings and Designated Structures

3 PURPOSE

- 3.1 The document should address how non-engineers undertaking the “structural assessment” function are regulated. This can and is being done by in-house staff of industrial and institutional owners, municipalities or property management firms. Having this clarified with the Buildings Branch and CBOs would have a larger impact on public safety than an essentially internal document.
- 3.2 We do not believe there is an effective enforcement mechanism to ensure practitioners are aware that their services need to comply with this standard and/or prevent non-compliance. The PEO apparently does not have the resources or interest in pro-actively ensuring that everyone undertaking this sort of work is an engineer and is following the guidelines. As with many things we do, this will simply create a two tier system that confuses the market – providers who fund the effort required to comply, and providers who choose to ignore the requirements. The chance of building failure is so low that this situation has and will continue to exist.
- 3.3 In our experience, failures that create casualties are not the result of inadequate guidelines; they are generally related to inadequate systems to deal with property standards infractions. A core element of the document should be that assessments governed by the document represents a point in time and are dependent on effective management. This should be introduced not as a protection for engineers, but as a definition of the process. Maybe it would be a good idea to have a time frame for which the engineer states that their comments about the structural condition of each element are applicable in the absence of significant change in exposure or unusual loading.
- 3.4 The document states that it is a reaction to the Elliot Lake Commission outcomes, but we do not see a connection to those outcomes. There is no reference for instance to what continuing education would be appropriate for a practitioner providing structural assessment to the public.
- 3.5 We think the public engaging these services would not define structural assessment as defined in the document. In our experience, assessments of cladding leakage or deterioration are considered “structural” by many clients. This is not addressed in the document. To loosely add the last sentence that suggests that facades are structures is, in our opinion, confusing and inconsistent with the first paragraph that states this guideline does not cover building envelope assessments.
- 3.6 This should be about managing risk – for the public, the client and the public. We suggest that PEO consider a structure more along the lines of:
“To be considered adequately performed, the following are required in an assessment:
1. Proposal
 2. Investigation
 3. Report
 4. Notifications...”

4 INTRODUCTION

- 4.1 It is our experience that stating that something may be required with no guidance about how that decision is made is fraught with risk for the practitioner. It serves only to enrich the legal community.

5 PROFESSIONAL COMPETENCE

- 5.1 This section seems to repeat content from Guidelines governing professional practice. In our opinion this is not a good idea. At most there should be a statement that this Guideline is governed by the overarching professional practice guideline.
- 5.2 See also 6.2. Repetitive.

6 PROFESSIONAL RESPONSIBILITY

- 6.1 “Are encouraged to” and “should disclose” represent ambiguous language that is not valuable, and could be unfair.
- 6.2 Disclosures – what is the responsibility of the client to provide outstanding orders? Does the engineer have to include this in the proposal?
- 6.3 As written in (3.), you have to list all the standards affecting the design and materials contained in the building structure. This is not practical.
- a. 6.2 – the Engineer has no relationship to the occupants to enable him/her to carry out the obligation suggested here. And no remuneration. The owner and the Building officials have this role. Unless it is clearly an emergency, and there is regulation in place that allows the engineer to evacuate a building without risk of the financial repercussions that could ensue, then this wording verges on the dangerous. The employer/supervisor relationship is with the employees of the engineering firm, not with the occupants, but this is not at all clear in the wording.
 - b. 6.3 – this is a critical section. Has there been legal review done? You cannot “avoid allegations” and this should not suggest you can. The idea of creating a framework that defines liability in the contract or agreement would be a valuable contribution. The section in bias and litigation is not the point of this guideline. It is about protecting the public within the practical realities of the market. Defining those realities in a way that sets a standard for the industry to minimize the resources applied to litigation should be the intent.

7 PROFESSIONAL REQUIREMENTS

Given that buildings are essentially all used by the public, what assessments are not “existing buildings for the public”? As written, this could be a clause that allows government or in-house engineers to avoid responsibility. That would not be in the interest of managing risk to the public.

8 PERFORMING ASSESSMENTS

- 8.1 The requirement to “look beyond the condition and determine structural adequacy for actual or intended loads” is a very onerous requirement. Although we understand the intent, or see it in light of our understanding, we believe it should be introduced with more careful wording for the lay person. Stating that “the client must understand” something is not valuable. Limitations of scope should be included with findings.
- 8.2 “Should” is used throughout which is not a good idea in our opinion.
- 8.3 Documentation for older buildings is routinely not available to the reviewer. Site review is often limited to small samples as part of an overall property condition assessment vs. this section implies unlimited access to whatever the engineer wants to see. Preliminary numerical analysis “engineering computation may be required to verify the adequacy of critical elements” – perhaps this document needs to differentiate a property condition assessment from a structural assessment. The prior relies on the original design being adequate and looks for signs of deterioration that might reduce capacity. The later might, under this standard, require the suggested analysis; but remember that drawings are very often not available and structural elements are almost always largely concealed. In a property condition assessment, the building is often being looked at by a potential purchaser (as happened at Elliot Lake) and the vendor of the building restricts access and restricts destructive review (such as removing finishes to access the structure).

Yours truly,
Managing Partners of
Synergy Partners Consulting Ltd.


Sam Evangelista, P.Eng.


David De Rose, P.Eng.


Sally Thompson, P.Eng.


Peter Wight, P.Eng.


Sean Allman, P.Eng.


Naj Jivaji, P.Eng.


Peter Halsall, P.Eng.



April 29, 2016

Professional Standards Committee
Professional Engineers Ontario
40 Sheppard Avenue West, Suite 101
Toronto, ON M2N 6K9

C-509-2.8
Appendix G

Attn: Professional Standards Committee

Email: consultations@peo.on.ca

**Subject: Structural Condition Assessments of Existing Buildings and Designated Structures
(Revision 35) Dated 11 February 2016**

Committee,

On behalf of the WSP's licensed Professional Structural Engineers in Ontario, we have undertaken a review of the draft guideline for Structural Condition Assessments of Existing Buildings and Designated Structures (revision 35) dated 11 February 2016. The following is a summary of comments prepared by the WSP Buildings Structures group.

GENERAL:

WSP acknowledges and supports the need to have a set of guidelines that establish minimum requirements for structural assessment of existing building structures. It is clear that a lot of effort has gone into the preparation of this draft guideline. This important document will have a significant impact on structural engineering businesses in Ontario. In our opinion there are several issues that should be addressed and clarified in this guideline before it is finalized.

This guideline once published will be identified as the appropriate standard of care for Structural Condition Assessments and may be referenced in jurisdictions outside Ontario. We strongly recommend that this be circulated to other Provincial Associations, as well as Code Committees to receive their endorsements and input before it is published.

Structural assessments of existing structures can include a very broad range of services. The guideline in its current form does not adequately define the situations where this guideline applies and is mandated to be used versus the situations where it is not applicable. Structural condition assessment is not well defined. Our concern is that even in situations where an engineer is not specifically engaged to undertake a structural condition assessment, their involvement with a project at a building can unintentionally make them responsible for the requirements outlined in this guideline. This guideline needs to be absolutely clear on when structural assessments are required. Further it needs to be clear on how and if it applies when performing limited studies and not overall building structural condition assessments.

In our opinion, this guideline places too much responsibility for structural adequacy of an existing building on the engineer doing the condition assessment as opposed to the owner (responsible for maintaining the building structure) and the original design engineer. This document is also silent on the duties and responsibilities of the authorities having jurisdiction. We understand that this PEO guideline cannot mandate requirements on building owners or the respective authorities, but it should be clear on the reasonable expectations of these parties so as to not unintentionally place undue burden on the structural engineer for the condition of the building. Consideration should be given to the timing of the publication of this final guideline and whether there are planned changes to the building code act that should be legislated concurrently.

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In our opinion, based on how this guideline is currently presented, it sets an unreasonable expectation that any and all structural deficiencies in a building will be uncovered and addressed as part of a structural condition assessment. It is not reasonable to expect that any and all structural deficiencies can be identified during a condition assessment and this guideline puts too much risk on the structural engineer with this expectation. As it is currently drafted, in our opinion, this guideline will unintentionally lead to structural engineers refusing to engage in structural condition assessments or at least it will discourage those engineers that are prudent and aware of the associated risks.

Many of the requirements outlined in this guideline require the building owner to provide existing document and background information. It also requires, when undertaking a detailed assessment, the owners agreement and investment to complete significant testing and measuring to compile all necessary information on the structure. Unless there is new legislation mandating building owners to have these types of structural condition assessments completed it is unclear how the structural engineer can reasonably be expected to meet all the requirements outlined in this guideline.

SECTION 1:

No Comment.

SECTION 2:

No Comment.

SECTION 3:

Section 3 references the Code of Ethics, specifically that engineers engaged in structural condition assessments must be knowledgeable of codes, legislation, standards, and technical publications in this area of engineering practice. It also includes reference to numerous technical documents published related to structural assessment of existing buildings. Many of these documents are international standards that do not relate to Canadian codes and standards. As the guideline is currently drafted, it could be interpreted that structural engineers are responsible to be knowledgeable of all of these documents. In our opinion this section is too far reaching and is not a reasonable expectation. We agree that there is likely useful information contained in the referenced material, but a structural engineer can be competent to undertake structural condition assessments without needing to be knowledgeable of all these standards. We recommend that this section, and the reference material listed in the appendix, be revised to only include key documents that are assessed to be applicable, and that correspond to Canadian codes and standards.

Also, we question whether this comment related to the Code of Ethics in Section 3 should be included given that Section 5 on Professional Competence outlines clearly PEO requirements.

SECTION 4:

Section 4 attempts to outline situations when the guideline applies. The language in this section is not clear and could be interpreted that unless ordered specifically by the authority, the assessment “may be mandated”. It is unclear from the use of the word “may” when the requirements of this guideline are required to be followed.

This section states that a detailed assessment “may” be required when damage is suspected subsequent to events including severe weather. Severe weather is not defined and is left open to interpretation.

Item number three under reasons for structural condition assessments is not a reason to undertake the assessment, but is a comment stating that the requirements of the guideline be followed for both a preliminary and detailed assessment.

Also, the sentence referencing the Performance Standard on Structural Condition Assessments should be clarified – we assume this is intended to reference the requirements listed in Section 8. Performing Structural Condition Assessments.

SECTION 5:

No Comments.

SECTION 6:

6.1 Disclosures: Too much emphasis is being placed on the engineer being responsible to research/locate existing information on the building. Onus should be on the owner/client to provide all relevant background documentation. It is not reasonable to expect the engineer to have knowledge of all outstanding or past orders/requirements. Any such order should be provided by the client and the engineer should be able to rely on this provided information.

Additional comments related to item 6.1:

- 6.1.2: This is not clear. Are these orders related to the building or the engineer?
- 6.1.4: The engineer should include his/her understanding of the matters included in this clause upon which the proposal is based and which may be based upon the information available to him/her at the time.

6.2 Duty to report: This section needs to be revised to recognize that in many cases the structural deficiencies identified need to be reported to the client, but it is not possible or practical, to expect the structural engineer to notify building occupants. Engineers are not in position to notify building occupants. Engineer can notify the client, and if an immediate danger is uncovered, the authority having jurisdiction.

6.2 Duty to report: The section needs to be revised to clarify the long-term responsibilities of the engineer conducting the structural assessment. We agree that the engineer has a duty to report to the authorities having jurisdiction issues identified that pose an immediate threat to public safety. However to suggest that the engineer is also responsible to ensure that issues identified that do not pose an immediate risk and could be addressed over the long-term maintenance of the building is not reasonable.

Additional comments related to item 6.2:

- 6.2, bullet 1: The engineer should notify the AUTHORITY HAVING JURISDICTION and the Owner; the owner or the AHJ should inform the occupants of the building; and
- 6.2, bullet 2: This is essentially the same as bullet 1. Bullet 1 should be deleted as it is same as bullet 2.

6.3 Duty of Care: This section should be clarified. The statement "...fails to discover and report a serious defect..." needs to be revised to include comment that the discovery of the serious defect could have reasonably been discovered. As it is currently stated this places an unreasonable expectation on the engineer to be able to discover any and all defects, even when only undertaking a preliminary visual inspection. There are many situations where serious defects could only be detected after material testing, detailed structural analysis, destructive testing, and or openings in finishes concealing the structure have been completed.

SECTION 7:

Section 7: The word ENSURE implies that the engineer has authority over other parties such as the owner or the contractor, but that is never the case. The engineer's role is acting as an advisor and not as an enforcer. The engineer observes and reports and reports again, if required. The engineer cannot be made responsible for the work of other parties.

7.2: Compliance with current legislation – this doesn't recognize that buildings are required to meet the codes and standards of the day when originally designed/constructed. Requirements of current codes are not retroactive to existing buildings.

7.3: The first sentence should be reworded as follows: The engineer shall prepare instructions to the owner and the contractor for the safe removal and/or disassembly of items from the building, or the load testing on the building, if required to adequately complete the investigation. Engineer shall carry out periodic review of the work noted in the instructions prepare by him/her and report on the general conformance of the work. The methods and the means of construction are the responsibility of the contractor/builder.

7.3: In the last sentence, the word ENSURE should be replaced with “ the engineer shall notify the owner and the contractor that no such removal, disassembly, testing, or other temporary work shall commence without all required permits and approvals have been received.

SECTION 8:

8.1 Scope of Work – structural adequacy for actual or intended loads – this in many cases is beyond the mandate of a typical structural condition assessment.

8.2 a) Study of Documents and other Evidence – As per our comments related to section 6, too much emphasis is being placed on the engineer being responsible to research/locate existing information on the building. Onus should be on the owner/client to provide all relevant background documentation. It is not reasonable to expect the engineer to have knowledge of all outstanding or past orders/requirements.

8.2 a) Study of Documents and other Evidence – In many cases the original design and construction documents and drawings are not available. The engineer should review the documents made available but it is not reasonable to expect that in all structural condition assessments these documents have to be reviewed if they do not exist.

8.2 a) Study of Documents and other Evidence – please provide clarification on what is meant by “Structural Condition Registry”.

8.2 b) Site Assessment – This section suggest the assessment should document characteristics including critical connection details. Clarification should be provided on what is defined as a critical connection. It could be argued that all connections are critical given that failure of any connection in a structure could pose a serious safety risk. To expect that a preliminary assessment, or even a detail assessment for that matter, includes a review of all connection details is unreasonable and places too much risk on the engineer undertaking the condition assessment.

8.2 b) Site Assessment – This section suggest that the engineer should use professional judgment to determine areas where finishes should be removed to uncover the structural framing system. Similar to our comment above, we do not consider it reasonable to expect that in every case the structural engineer will be able to identify areas where exploratory openings should be made, except on a general sampling basis. Without any indications of structural distress or damage to existing finishes, there is no reasonable way an engineer can predict where openings should be made to uncover potential issues.

8.2 b) 1: The words “to the extent possible” should be clarified. It should read: Verify the integrity of the primary structural system where visible without removing the finishes, unless the damage to the finishes indicates signs of structural distress or deterioration.

8.2 c) Preliminary Numerical Analysis – In the absence of any indication of structural distress and or damage, the engineer should be able to rely on the original design engineer and past performance for structural adequacy.

8.3 Detailed assessment – The references to the NBC Commentary L may not be entirely appropriate for a PEO Guideline since it is not necessarily consistent with the OBC including Part 11 which is a legal document in Ontario.

8.3 a) Detailed Documentation Search and Review – This section suggests that as required the existing documentation related to the existing structure be supplemented with site measurements, x-rays, non-destructive and destructive testing. This additional testing and measurement represents a significant investment by the owner. It is not clear how this guideline can mandate an owner to undertake this level of review. It should be made clear that the expectation is that the owner shall use its resources and help to facilitate the process. It seems that in the whole document, all the responsibility is upon the engineer. The engineer will require cooperation of all parties to complete their job.

8.3 b: The word Diagnostic Inspection should be defined. It is not clear what it intended here.

8.5: Where it is not possible to comply with the Ontario Heritage Act, a variation shall be requested. The services of Heritage Consultants should be retained by the owner.

APPENDIX 1:

Structural Condition Assessments References of Interest to Engineers - This should be deleted. Refer to our comments in section 3 above. This should be severed from the Guideline and kept in the PEO library. A number of documents listed there may be outdated. Add: This list of references does not form part of this Guideline and is provided for general interest only. Only the documents referred inside the guideline are mandatory.

CLOSING COMMENTS:

WSP recognizes and appreciates the level effort that the Professional Standards Committee has undertaken to prepare this draft guideline. We trust that you will take due consideration of our comments submitted. WSP would be open to a meeting to discuss. Please contact the undersigned for any questions or clarifications.

Yours very truly,

WSP CANADA INC.



Tom Stevens, P.Eng
National Practice Leader, Buildings Structures



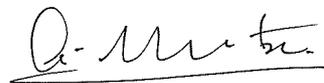
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April 28, 2016

C-509-2.8
Appendix H

José Vera
Manager, Standards and Practice
Professional Engineers Ontario
101-40 Sheppard Ave. West
Toronto, ON M2N 6K9

Subject: Guideline for Structural Engineering Assessments of Existing Buildings and Designated Structures

Dear Mr. Vera,

Thank you for providing us an opportunity to review and provide recommendations concerning PEO's draft Guideline. We understand this is a new guideline for practitioners. We fully support the efforts being put forward by PEO in establishing this guideline to address such things as practitioners' responsibility in performing structural condition assessments, and other matters outlined in your Terms of Reference. The document addresses an area of significant public interest and will be an important guide to practitioners and building officials.

Our comments are listed according to key subject matters being addressed in the Guideline, in the order they generally first appear.

Stakeholder Coordination

- The Ministry of Municipal Affairs and Housing (MMAH) established the Building Safety Technical Advisory Panel (BSTAP), consisting of a number of industry stakeholders, including PEO members, to consider the existing inventory of buildings within Ontario and make recommendations to the Provincial Government to improve their safety. Given the similarities between the MMAH study and this guideline, we would recommend that PEO coordinate this document with MMAH to improve consistency and to clearly delineate stakeholder responsibilities and jurisdiction.

Stakeholder Obligations

- Unlike the recent PEO Guideline for Providing Structural Engineering Design Services in Buildings, this document does not define the role and responsibilities of the client or with respect to a building. We recommend that such wording be included in this document or, alternatively, make reference to the client's obligations, as identified within the above noted PEO guideline.
- While not a contractual matter, Section 8.1 Scope of Work could include wording that the practitioner should communicate to the owner their professional duty to notify municipal authorities where client refusal concerns a *Building Code Act* matter.
- Revise the last sentence of the 1st paragraph of b) Site Assessment to read "*Photographs and other visual support provided by others are helpful but may not be relied upon as the primary visual source.*"
- Include wording within the b) Site Assessment section to the effect of "*Where alterations, or deviations in building construction have been noted that do not appear to have been permitted, the practitioner must resolve in accordance with their duty to report professional obligations identified in Section 6.*"
- Add wording in Section 8.3 f) to the effect of "*Where the practitioner has identified a 'Structurally Unsafe' condition, forward a copy of the report to the attention of the local municipal Chief Building Official. Where repairs/alterations are necessary, which require a building permit, the report shall form part of the building permit application.*"
- Replace paragraph 5, sentence 2 on page 19 to read "*Engineers conducting structural assessments of heritage buildings must have applicable experience and expertise in heritage building materials and methods so that appropriate and effective assessments are provided. Where an assessment of a building has identified a site condition within the established scope that exceeds their expertise, the practitioner must engage the client to ensure that an appropriate specialist is retained to address the applicable building components.*"

Definitions

- Include definitions for *principal structural systems*, since this is an important reference point for assessment work that is required to be carried out by structural practitioners.
- Further to the above noted Stakeholder Coordination comments, the "Structural Condition Registry" term identified at the bottom of page 13 needs to be defined and harmonized with MMAH.
- The term "older building", identified on page 14, paragraph 3, needs to be clearly defined (ie. Confirm whether this term applies to buildings that may be heritage designated, be of a certain age, or have been built within an established era).
- Provide definitions for the ATC and FEMA acronyms used on page 19.
- Provide definition for "Building Envelope".

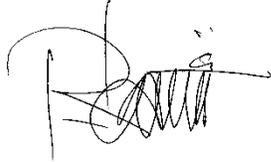
Clarifications

- The terms “the Act” and “the Regulations” are used throughout the guideline. While it is understood that these terms are associated with the *Professional Engineers Act* and corresponding regulations, the reader may be confused as there is significant reference to the Ontario and National Building Codes. The Preface notes should clearly identify what legislation is being referenced through the use of these terms.
- Replace references to “current” Building Code and replace with “applicable” Building Code.
- Sentence 3 of Page 7 refers to the “Performance Standard on Structural Condition Assessments”. It is unclear if this term is referring to this guideline or another PEO document.
- Revise sentence within Section 4 to read *“Detailed Assessment may be required, subject to the findings of the Preliminary Assessment.”*
- Terms, such as *“in sufficient detail”*, *“carry out, with due diligence”*, and *“report issued...in a timely manner”* used to describe practitioner responsibilities seem vague and leave room for a lot of interpretation. We recommend that such terms be avoided in favour of prescribed benchmarks. We have provided some suggested wording in the document.
- Practitioners must avoid disclaimers that would prevent building officials from relying on the document. Additionally, it is important that findings within the report are not vague and that the practitioner identify conditions that require immediate attention, with timeframes clearly specified.
- There was a recommendation at the Elliot Lake Roundtable meetings for the Ministry to develop a prescribed form, which would be appended to those reports that are forwarded to municipalities. We concur with this recommendation.
- Reword the last sentence of paragraph 2, page 15, to read *“This limited assessment should cover the elements directly affected, adjacent members and connections, and any other components within the affected element’s critical load path.”*
- Paragraph 3 on page 17 seems redundant as this action should have already been completed at the Preliminary Assessment Stage. We suggest that this paragraph be removed and the subsequent paragraph be moved to section 8.2.
- Replace Section 8.7 Building Facades, sentence 2 to read *“Nonetheless, the façade assessments are important, since facades form part of the building envelope, and their failure can result in a risk to the public and the underlying structure.”*
- As parking structures are buildings that are subject to the requirements of Division B, Part 4 of the Building Code and this guideline, we suggest that wording be added within Section 8.8 to this effect.

- In an effort to improve clarity, we have noted a number of grammatical and punctuation edits throughout the document for your consideration (see attached guideline with mark-ups).

We are available should you wish any further consultation on the guideline, related to our comments or any other aspect. LMCBO and OBOA would like to thank you again for providing us the opportunity to comment.

Yours truly,



Ralph Kaminski,
Chair, LMCBO



Al Shaw,
President, OBOA

Enclosure: Draft Guideline for Structural Assessments with redline mark-ups

Copy to: Brenda Lewis, Director, Buildings Branch, Ministry of Municipal Affairs & Housing

April 29, 2016

Professional Engineers Ontario
40 Sheppard Ave. W., Suite 101
Toronto, ON M2N 6K9

C-509-2.8
Appendix I

Attn: Professional Standards Committee

E-Mail: consultations@peo.on.ca

Subject: Public Consultation for the Structural Condition Assessments of Existing Buildings and Designated Structures

Committee:

First of all, we commend the PEO's Professional Standards Committee for undertaking this task to develop a best practice guideline for professional engineers who perform structural condition assessments on existing buildings. This guideline should benefit the profession and help to enhance the durability and safety of existing buildings.

This submission is authored by the WSP Canada Building Sciences team. This 'department' within the WSP Buildings business operates across Canada delivering a variety of services for existing buildings. This includes building evaluations for the purpose of financial analyses and setting capital plans. These require assessing the structure to identify and predict the need for further evaluation, repair or renewal activities. Our teams are also involved in more detailed evaluations of structures to identify appropriate options for repair or restoration, and implementing and project managing our designs to implement these solutions.

A separate submission will be submitted by the WSP Canada Structural Engineering team. While we have undertaken some discussion to coordinate our separate submissions, we have elected to submit separately for expediency. Their views will reflect projects where they are more likely to lead rather than providing specialist input and oversight to our repair/restoration projects. These are typically situations where there is a need to upgrade or change the structural design.

Our Building Sciences review of the draft guideline released for public review and consultation has caused us to register the following comments & objections to the proposed content:

1. **General Comment – Liability Insurer Input:** As written, this Guideline seems likely to present ammunition for lawyers to unfairly and unreasonably pursue engineers. Some of the following comments indicate how this Guideline improperly imposes unlimited and unachievable obligations upon engineers. Professional liability insurers and lawyers offer advice and guidance to how we should present our opinions and manage risk. Input from representatives from this side of the industry should be obtained to help make sure that the interests of engineers are fairly addressed.
2. **In 3. Purpose and Scope of Guideline:** The first paragraph of this section clearly excludes building envelope assessments from the scope of this Guideline. But then the final paragraph states, "*this practice guideline . . . can also be used for the structural condition assessment of other buildings and structures, such as exterior building façades*". These contradictory statements create uncertainty and could provide fodder for the legal profession. This document needs a clear statement of scope. Either it applies to structural condition assessments of exterior building façades or it doesn't. As there are unique challenges in evaluating façade structural

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integrity, we suggest that this guideline should not apply to these. Alternatively, careful commentary would be needed to indicate how it might apply and/or to acknowledge the differences.

3. **Introduction:** This section generally needs better clarity. As we understand it, this section cites examples where structural condition assessments may be undertaken. If this is the case, we recommend the following revision to improve clarity:

*“Reasons for structural condition assessments of existing buildings **may** include:...”*

Without this change, the use of the wording “may be” on some items, but not others, creates ambiguity and confusion about when structural condition assessments are required.

4. **Introduction - Preliminary Assessment Requiring Expert Review:** However, if the intent of this section is to indicate that all “preliminary assessments” for the various reasons shown in this section *must* follow this Guideline, then this seems unreasonable and inconsistent with industry practice and standards.

For example, assessments solely for the purpose of evaluating financial risk or establishing financial plans are generally not providing ‘engineering’. The scopes of these assessments are not sufficient to be able to certify or warrant that the building is safe or in compliance with codes and standards. To the extent that they consider the potential for capital cost requirements associated with the structure, they only identify whether specialist reports are available and/or whether they detected evidence (such as leakage or deterioration) that warrants a specialist engineering evaluation of the structure, mechanical equipment, life safety systems, etc., and budget preliminary amounts to accommodate a scope of work that might become necessary. Accordingly, these assessments are conducted by generalists/specialists in evaluating all building components. These are sometimes persons that are not engineers, but architects or technicians. Careful practitioners are careful to employ limitations and wording that makes it clear they are not offering engineering opinions in these reports. In instances where they incorporate an engineering opinion, an engineer needs to become involved, and will affix a seal.

Should engineers be held to a higher standard in performing these assessments, this will have the unintended effect of reducing the extent to which engineers provide these services, thereby decreasing public safety.

“Preliminary Assessment” needs clarification to avoid confusion with non-engineering assessments. There should be explanation as to how these other building condition assessments that include the structure should not inadvertently stray into being a “structural condition assessment”.

5. **In 6.1 Disclosures – Legal Searches:** Item 6.1.2 is written without any limitation so it could be interpreted to suggest that it is the responsibility of the Engineer to conduct legal searches as part of every assessment. While it would be reasonable to disclose those Orders etc. that the engineer is aware of, it would not be reasonable for this Guideline to be interpreted as requiring the engineer to assure that a legal search of all current and historical authority records be done. In some instances this may be reasonable, but not in all instances.

To better facilitate what may be the intent of this clause, Provincial or municipal governments would need to legislate and create a ‘registry’ for structural information to be reasonably available and complete.

6. ***In 6.1 Disclosures - Drawings:*** Item 6.1.3 places obligations on the engineer that are often beyond their control. It is not unusual for an engineer to have to conduct a Structural Condition Assessment without access to the original structural design drawings because they are not available. Even when they are, they sometimes do not match the as-built condition because they were “Issued for Permit” drawings and not “as-built”.
7. ***In 6.1 Disclosures – Applicable Building Code:*** Similarly, this could be interpreted as requiring the engineer to conduct a search to determine which specific version of the historical building code and associated standards the building was constructed under, or what similar standards applied to repair or restoration projects after the original design and construction. While it is reasonable to expect the engineer to consider the vintage of building code that was likely to be in effect at the time of design, it may not be practical or even possible to get past designers and/or building officials to identify when the design commenced and whether an earlier version of the code applied than the one that was available at the time the building permit was granted.
8. ***In 6.2 Duty to Report – Risk Variations:*** This section does not differentiate between the wide range of risks that engineers encounter, and need to consider/manage in these evaluations. This section can be read as unfair and unreasonable as a result. The guideline for addressing a risk such as fragments of concrete that might fall and cause damage and injury (but not death), should not impose the same obligations on an engineer as risk for imminent structural collapse. Nor is there any differentiation for the approach in the instance of serious risks that escalate with time versus those that are imminent; for example imminent risk of collapse versus risk for collapse that would occur in future years if the engineer’s recommendations are not followed.
9. ***In 6.2 Duty to Report: - Notifying Occupants:*** Stating that an engineer’s first response is to notify all occupants of all risks is unreasonable and generally not feasible. The engineer is generally not in a position to be able to know the occupants, nor is there authority or ability to intervene into private businesses or homes to be able to contact all of them. As legal proof of fulfilling their obligation, the Engineer would need to provide evidence of delivery and receipt of the notices. Even if this could be done, the public would not appreciate a barrage of notice about minor or non-imminent risks and may become numb and less responsive to imminent hazards. The engineers’ duty to the public welfare is paramount, but actions to fulfill this obligation need to consider:
 - the level of risk;
 - the responsibilities of owners and managers, and;
 - the authority and responsibility of public authorities (including building officials and first responders).
10. ***In 6.2 Duty to Report - Reporting Inaction to CBO or MOL:*** Writing this section in an unlimited fashion could impose an obligation on engineers to be responsible for the long term maintenance and repair of structures. It is fair that the engineer follow-up to see that imminent serious problems are addressed, and if not, to take action to escalate with authorities to see that the public welfare is protected. However, by being silent on how more minor risks or future risks must be managed can be interpreted as unreasonably imposing responsibility for monitoring and seeing work being implemented. Examples are removal of minor concrete spalls to eliminate potential hazard from falling debris, or recommending an evaluation or repair program 5, 10 or 20 years in the future.

11. **In 7. Professional Requirements – Current Codes & Standards:** The language in 7.2 seems to suggest there is an obligation for existing structures to comply with modern codes and standards, instead of to those which applied at the time of design and construction, and the extent to which legislation may require upgrading to modern standards. This section needs to be revised to clarify this requirement.
12. **In 7. Professional Requirements – Ensuring Work Implementation:** We appreciate the intent of this section, but the language fails to consider the role and responsibility of contractors that assist with assessments. In particular their responsibility for workplace safety, and means and methods. The language in this section could be interpreted to state that the engineer is responsible for the contractor's means and methods. This section needs to be modified to clarify this requirement.
13. **In 8. Preliminary vs Detailed Structural Condition Assessments.** These are not well defined nor differentiated categories. Use of the word “detailed” is contrary to recommendations by professional liability insurers as this can be interpreted in an unlimited fashion.
14. **In 8.2 Preliminary Assessment:** We have two specific objections to the content of this section:
 - A review of heritage registries is not a necessary requirement at the preliminary structural assessment stage. In cases where the recommendations of the report require repairs that will change the appearance of a historic building in order to provide the building owner with the best recommendations this should be checked, but this is generally for work on facades which has been omitted from this guideline.
 - In §8.2.b 1. the term “*verify*” integrity is an absolute statement that cannot be achieved and we are warned not to use. This word can be unlimited, contrary to recommendations by professional liability insurers.
15. **In 9. Definitions - “In General Conformity” & Reliance on Other Engineers:** Please make it clear that the following note, “*Phrases that should not appear . . . include:*” applies to “in general conformity” also. This is not clear and it affects the way that this section is interpreted.

Furthermore, this section appears in the “Definitions” section; however, this is not a definition. The content here seems to be significant enough that it should be addressed directly within the Guideline.

It could be interpreted as suggesting that prior engineering design and review cannot be relied upon. There is a need to consider the extent to which there may be deviations from the Building Code or design requirements, to the extent that these may be apparent. However, because of the limited nature of structural assessments, there must be an ability to rely upon prior engineering and review. Otherwise the engineer conducting the assessment would be exposed to unreasonable liability or require an unreasonable scope of analysis, evaluation and testing. The guideline should more carefully and fairly reflect this issue/challenge.

In Appendix 1 - “References of Interest”: There needs to be better context attached to this list. This section should either be removed from the guideline or qualified by stating that these documents are only for general interest and are not considered part of this Guideline.

The references include several international documents listed that have no jurisdiction in Canada.

The current Note states, “*this list in no way limits the responsibility of an engineer or the scope of this guideline*”; this sort of open-ended note may create additional liability for engineers. In the absence of limiting language, someone could misinterpret that all practitioners that are using this Guideline in Ontario would be expected to be familiar with each of these documents. If this list is to remain we recommend the deletion of the current note and addition of the following: “This list of references does not form part of the Guideline and is provided for general interest only. Only documents referred to inside the guideline are mandatory”.

Closing Comments:

We appreciate the intent and effort that has been put into the creation of this guideline. However as written, it seems to apply undue responsibility and liability upon the Engineer conducting the structure condition assessment. Responsibility needs to be fairly shared between the original engineer of record, the engineer conducting the structure condition assessment as well as the building authority and building owner.

We hope there are also efforts for the Ontario government to legislate requirements for:

- municipalities to maintain readily accessible building databases that include drawings, reports, orders, etc. to be available to any Engineer that is retained to work on a building, and;
- periodic structural assessments by an Engineer.

These proposed changes would complement a revised Structural Condition Assessments of Existing Buildings and Designated Structures and safeguard the public.

We would be open to a meeting to discuss our comments above. In addition we would be pleased to provide a representative to help further develop this guideline.

Yours truly,

WSP CANADA BUILDING SCIENCES



Reid Johnson, P.Eng.
Project Manager Building Sciences
Centre of Excellence Manager – Existing Structures Evaluation & Repair



John Kosednar, P.Eng.
Senior Principal Building Sciences
Centre of Excellence Leader - Existing Structures Evaluation & Repair



Michael Van Dusen, M.Eng., P.Eng.
Vice President Building Sciences



MORRISON HERSHFIELD

C-509-2.8
Appendix J

April 29, 2016

Mr. Nicholas Pfeiffer, P.Eng.
Committee Chair, Professional Standards Committee

Dear Mr. Pfeiffer:

**Re: Comments to Final “Public Consultation” Draft
Guideline for Structural Condition Assessments of Existing Buildings and
Designated Structures**

The “Final Draft - Guideline for Structural Condition Assessments of Existing Buildings and Designated Structures” (the guideline) has been reviewed and discussed by several structural engineers and building science engineers at Morrison Hershfield Limited who have worked on a variety of condition assessment projects with different objectives. We have several concerns with the document, as written, and we have requested some clarifications and/or provided some suggestions throughout the document, as per the attachment.

We have also attached excerpts from ASTM E2018 - Property Condition Assessments: Baseline Property Condition Assessment Process. This is an accepted Standard used for condition assessments conducted for the purpose of real estate transactions. The process defined in the document is based on a scope of service that is significantly different than that outlined in Final Draft - Guideline for Structural Condition Assessments of Existing Buildings and Designated Structures. It is an industry standard practice to conduct a baseline Property Condition Assessment and identify the need for additional, more detailed, assessments by various professionals once the baseline assessment is completed.

The fees for a Property Condition Assessment, if it were to be conducted according to the guideline, would be significantly higher than the fees proposed by other professionals who have taken a commercial building inspection course or who are not professional engineers. Some building owners would not appreciate nor expect to pay for the different level of service required by the ASTM Standard and the PEO Guideline. Many Canadian clients require assessments to be completed in general accordance with ASTM E2018, including lending institutions who rely on these reports to provide financing.

Adopting this PEO Guideline as written may effectively price professional engineers out of the Building Condition Assessment business and result in an increase in these assessments being conducted by individuals or firms who are not authorized to practice Professional Engineering. It is our opinion that this could result in a reduction in the protection of the public.

It is our opinion that an engineering firm should be able to provide a baseline property condition assessment, and then recommend if necessary a preliminary or detailed structural condition assessment depending on the findings in the baseline assessment. Professional Engineers provide a valuable service to their clients and the public when conducting a baseline property condition assessment. Professional Engineers should be the ones determining when a Structural Condition Assessment is necessary.

Other general concerns we have with this guideline include:

- The need for definition of some terms,
- The need for harmonization with other existing PEO Guidelines,
- A presumption of control in the hands of the engineer. There are several references to the engineer ensuring that specific actions take place. In most cases, it is not in the engineer's control to demand or ensure that certain work be done or actions be undertaken because the persons performing these activities do not answer to the engineer. They answer to the owner of the building and only the owner can direct them to do, or not to do things.
- A potential disconnect between contractual obligations under law and professional practice expectations under regulation, for which guidance to practitioners would be helpful.

We would be pleased to discuss our comments and provide further clarification.

Sincerely,

Yours truly,
Morrison Hershfield Limited



Nancy Longueira, P.Eng.
Principal
Practice Lead, Facility Assessments – Building Specialty Services



Jeffrey D. Price, P.Eng.
Principal
Practice Lead, Building Structures

Attachment 1: Public Consultation Draft - Guideline for Structural Condition Assessments of Existing Buildings and Designated Structures (**with Morrison Hershfield notes**)

Attachment 2: Excerpts from ASTM E2018-08 – Property Condition Assessments: Baseline Property Condition Assessment Process



**Quaile Engineering Ltd Public Review Comments for
PEO Guidelines for Engineers Conducting Condition Assessments**

C-509-2.8
Appendix K

By: Allan Quaile, P.Eng., Stephen Boyd, P.Eng.

Date: April 30, 2016

1. Section 5 – Professional Competence

This section has a list of knowledge and experience that an engineer must have in order to undertake an assessment. An important qualification is that an engineer must be familiar with the *building codes and material standards* applicable at the time the structure was constructed or renovated. One reason for this is as follows:

The objective of the condition review might be to determine whether a building is safe for occupancy. Many old structures were built with materials that do not meet today's safety requirements. However they did meet the codes of the day. Should we declare a building "unsafe" even though it has performed well for many years, it conforms with all safety requirements at the time of construction, it shows no signs of deterioration, and no change of occupancy is contemplated?

Familiarity with the as constructed requirements in relation to present codes allows the investigating engineer to advise the client of the comparative requirements and possibly to recommend regular periodic inspections rather than immediate upgrading.



In some cases the structure may not have conformed to code requirements at the time of construction. In this case the engineer has a more informed basis for recommending safety upgrades.

We recommend that another line item be added specifically to alert engineers to the importance of relevant codes and standards in their evaluations.

2. Section 6.2. - Duty to Report

This section requires the investigating engineer to report any risk or safety concerns to the occupants.

In our opinion this is bad advice, unless it is clear that a failure is imminent. If there is no immediate risk, the engineer should report his concerns only to the client with recommendation to evacuate the building if necessary. Some of the reasons are:

- The advice to occupants may cause a panic.
- The advice may cause workers to abandon a machine or process that may cause damage to the building or injury to other workers still in the building.
- The advice may cause injury or death to occupants.

There are many situations where a defect does not pose an immediate short term danger to the occupants, but rather is a medium to longer term concern. We recommend that this distinction be made within Section 6.2.



3. Section 8.1 Scope of Work

Engineers are often requested to investigate a particular system in a building such as the roof structure, the floors or the foundations. The Guideline should address this in a separate paragraph, again cautioning the engineer to clearly report on the limitations of the assessment.

4. Section 8.3 (e). Structural Analysis

As noted in Commentary L of the NBCC Users Guide, earthquake resistance is a special problem where it may be obvious that buildings such as masonry-walled churches do not comply with code requirements and may not be economically brought up to code requirements. The Guideline should require engineers to include a discussion of this topic in their reports including a statement as to whether a seismic analysis has been performed and if not, recommendations for future consideration of these effects.

5. Section 8.6. Housing, Small Buildings and Farm Buildings

In my opinion this section should provide more specific guidelines than proposed here. Part 9 buildings have many exemptions from Part 4 requirements and engineers not familiar with these differences have an inclination to apply Part 4 where it was never intended or required. Some of the exemptions are:

- Span tables for floor and roof framing
- Span tables for steel beams
- Foundation walls that are unreinforced
- Snow load requirements
- Lateral load resistance



- TACBOC details for retaining walls and foundations.

Similarly, farm buildings are designed to a less rigorous standard than Part 4 buildings and many are constructed to a set of Farm Building Plans available from the Canada Plan Service. An engineer not familiar with the actual requirements may find himself embroiled in legal claims.

In my opinion the proposed wording is too vague to properly alert engineers to the complexities of reviewing the buildings in this section.

Appendix 1.

The following are additional references that we find useful:

ASCE 1982 – Evaluation, Maintenance and Upgrading of Wood Structures
A Guide and Commentary

Conserving Buildings – A Guide to Techniques and materials

Martin E. Weaver – John Wiley & Sons, Inc. 1993

Professional Standards Committee – Disclosure Requirements to Clients in lieu of a Structural Specialist Designation

Purpose:

To approve including disclosure requirements to clients in the Performance Standard for Structural Condition Assessments of Existing Buildings in lieu of a Structural Specialist Designation.

Motion to consider: (requires a two-thirds majority of votes cast to carry)

That Council direct the Professional Standards Committee to include disclosure requirements to clients in the Performance Standard for Structural Condition Assessments of Existing Buildings, in lieu of a Structural Specialist Designation.

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

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

1. Need for PEO Action

- The Professional Standards Committee was directed by Council to provide suggestions regarding alternatives to recommendation 1.5 of the *Report of the Elliot Lake Commission of Inquiry* for a structural specialist designation that may be acceptable to PEO membership:
 - 497 Council Meeting – Open Session – November 21, 2014:
That Council approve the review of the Implementation Plan for the Elliot Lake Commission of Inquiry Recommendations requiring PEO action, as presented to the meeting at C-497-4.1, Appendix A.

2. Proposed Action / Recommendation

- The Professional Standards Committee recommends that Council approve this motion.

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

The Registrar to write a letter to the Ministry of Attorney General indicating that the Performance Standard will include disclosure requirements to clients in order achieve the purpose of recommendation 1.5.

4. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none">• The Structural Assessments in Existing Buildings subcommittee considered the Decision and Reasons from the discipline hearing for <i>Gregory J. Saunders, P.Eng., and M.R. Wright and Associates Co. Ltd.</i> as it is relevant to the proposed structural specialist designation.• The Structural Assessments in Existing Buildings subcommittee prepared the memo as presented to the meeting at C-509-2.9, Appendix A.• The Professional Standards Committee reviewed the <i>Comparison: Structural Specialist Designation and Disclosure Requirements</i>, and found disclosure requirements to clients a suitable alternative to a structural specialist designation, as presented to the meeting at C-509-2.9, Appendix B.
Council Identified Review	Not Applicable
Actual Motion Review	Not Applicable

5. Appendices

- Appendix A – *Memorandum Recommendations Structural Engineering Specialist Designation*
- Appendix B – *Comparison: Structural Specialist Designation and Disclosure Requirements*



Memorandum

To: Nick Pfeiffer, P. Eng., Ph. D., Chair – Professional Standards Committee

From: Brian Ross, P. Eng., Chair – Structural Assessments Subcommittee

Date: June 27, 2016

Subject: Recommendations Structural Engineering Specialist Designation

At its June 15, 2016 meeting, the Structural Assessment subcommittee discussed the structural engineering specialist designation with no exclusive scope of practice, as proposed by the Legislation Committee. Furthermore, the subcommittee considered the recent Decision and Reasons from the discipline hearing for *Gregory J. Saunders, P.Eng., and M.R. Wright and Associates Co. Ltd.* as it is relevant to the proposed designation.

The rationale for the creation of a structural engineering specialist designation was to ensure that only properly qualified engineers assess the structural adequacy of buildings, as per the *Report of the Elliot Lake Commission of Inquiry*. However, the recent Discipline Committee (DIC) decision indicated there was no evidence of incompetence. Rather both the DIC decision and the *Report of the Elliot Lake Commission of Inquiry* describe a failure by an engineer and a Certificate of Authorization holder to meet a standard of practice on a particular project, involving a unique publicly accessible building with rooftop parking. Furthermore, the lack of a site visit and a proper review by an engineer of a report prepared by a non-practitioner employee appears to point to an isolated case of negligence.

It is our opinion that no evidence was presented at any proceeding by any stakeholder that would justify imposing this designation on our licence holders. Moreover, a structural engineering specialist designation would create a two-tier system in our profession with uncertain benefits and unjustifiable costs. Moving forward with this recommendation will require additional time and expenses for PEO. The argument that PEO already made a recommendation and cannot revisit the issue does not appear to be a valid concern in our opinion.

Upon review of the Saunders Decision and Reasons the sub-committee concluded that a structural engineering specialist designation would not prevent other engineers from repeating the mistakes made during the structural condition assessment of the Algo Centre Mall in Elliot Lake, Ontario. On the other hand, a publicly communicated clear recognized standard of practice for these structural assessments has the potential to be a more effective vehicle to preclude similar omissions in the future. It is noted that the failure to meet a standard of practice was a key element in the DIC decision. The proposed practice guideline

titled *Structural Condition Assessment of Existing Buildings* and its accompanying performance standard would provide direction on conducting assessments and serve as a standard of practice and a means for the Association to measure the performance of engineers conducting assessments, if it so chooses.

However, for a performance standard to be truly effective, it needs to be legally enforceable. Consequently, the subcommittee proposes obtaining a legal review of the performance standard to assure there are no issues which could impede its enforceability. In sum, the subcommittee is of the view that an effective performance standard could be integral in helping achieve the Regulator's role stated in the *Report of the Elliot Lake Commission of Inquiry* which is "to seek to prevent recurrence".

A handwritten signature in blue ink that reads "L.B. Ross". The signature is fluid and cursive.

Sub-Committee Chair

Comparison: Structural Specialist Designation and Disclosure Requirements to Clients

Issues	Structural Specialist Designation Recommendation	Disclosure Requirements to Clients Proposal
Inquiry’s view and PSC’s view: Self-designation is not in the public interest.	Limited to issue of self-designation in structural engineering services.	Honest disclosure of qualifications and experience to clients prevents unstructured self-designation of practitioners.
PSC’s view: Are there similar requirements in other jurisdictions or areas of practice?	Designated Structural Engineer in BC is for design phase not for structural condition assessments.	Securities Commission Mineral Projects require practitioners to disclose their qualifications and experience to clients.
PSC’s view: Enforceability	Structural specialist designation is not enforceable under our current Act.	Sophisticated clients already require practitioners to disclose qualifications and experience during proposal stage.
PSC’s view: Benefits	“Uncertain benefits” stemming from an “isolated case of negligence”	Promotes an industry best practice
PSC’s view: Costs	“Unjustifiable costs”	No additional costs

Briefing Note – Decision

Environmental Site Assessment, Remediation and Management Subcommittee

Purpose:

Professional Standards Committee (PSC) requests authorization to form an Environmental Site Assessment, Remediation and Management subcommittee to review the existing guideline and, in consideration of changes to legislation affecting industry and professional engineering, revise that document to better reflect current best practices.

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

That Council direct the Professional Standards Committee to form an Environmental Site Assessment, Remediation and Management Subcommittee to complete the work described in the Terms of Reference as presented to the meeting at C-509-2.10, Appendix A.

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

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

1. Need for PEO Action

- The current Guideline for *Professional Engineers Providing Services in Environmental Site Assessment, Remediation and Management* was published in 1996 and has not been revised since then. In the intervening 20 years there have been numerous changes to the standards that affect Environmental Site Assessment and Remediation. As a result, there have been significant changes in the Environmental Site Assessment and Remediation services.
- The above indicates that the guideline should be reviewed and revised as necessary to reflect current best practices.

2. Proposed Action / Recommendation

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

3. Next Steps (if motion approved)

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

4. Peer Review & Process Followed

<p>Process Followed</p>	<ul style="list-style-type: none"> • Staff reported to the PSC information from practitioners that in the 20 years since the guideline was originally published there have been numerous changes to the standards that affecting the Environmental Site Assessment and Remediation. As a result, there have been significant changes in the Environmental Site Assessment and Remediation services. The above indicates that the guideline should be reviewed and revised to reflect current best practices. • PSC members reviewed the provided information and decided that, according to PSC’s assessment criteria, revising this guideline was appropriate. The criteria PSC uses for assessment of the need for guidelines and standards are: <ul style="list-style-type: none"> a) Number of members affected by the practice b) Impact on the public c) Number of inquiries made to PEO about the practice d) Required by creation or amendment of legislation e) Change in the Professional Engineers Act or its Regulations f) Demonstration through the existence of disciplinary cases indication common misconceptions of engineers’ responsibilities that a coherent, consistent standard of practice is required g) Direction of Council • In this case PSC found that a revised guideline was required since this engineering activity has significant impact on the public. By generalizing the content of the guideline it can be applicable to a large number of license holders and stakeholders.
<p>Council Identified Review</p>	<ul style="list-style-type: none"> • N/A
<p>Actual Motion Review</p>	<ul style="list-style-type: none"> • Pending development of the draft guideline. • Completed draft guideline will be posted on the PEO website for public consultation.
<p>Budget</p>	<ul style="list-style-type: none"> • \$5000

5. Appendices

- Appendix A – Terms of Reference: Environmental Site Assessment, Remediation and Management
- Appendix B – PSC Evaluation Process.



Terms of Reference

Subcommittee - Environmental Site Assessment, Remediation and Management

(September 13, 2016)

OBJECTIVES

The Guideline for Environmental Site Assessment, Remediation and Management subcommittee is directed by the Professional Standards Committee (PSC) to review the existing guideline *Professional Engineers Providing Services in Environmental Site Assessment, Remediation and Management* 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 Services in Environmental Site Assessment, Remediation and Management* was published in 1996 and has not been revised since then. In the intervening 20 years there have been numerous changes to the practice standards that affecting the Environmental Site Assessment, such as:

- CSA Z768-01 (R2012) - Phase I Environmental Site Assessment;
- CSA Z769-00 (R2013) - Phase II Environmental Site Assessment;
- ASTM Standard E1527-13 Standard Practice for Environmental Site Assessments: Phase I Environmental Site Assessment Process;
- ASTM E1903 - 11 Standard Practice for Environmental Site Assessments: Phase II Environmental Site Assessment Process;
- Ministry of the Environment and Climate Change (MOECC) - Guideline for Use at Contaminated Sites.

The above indicates that the guideline should be reviewed and revised as necessary to reflect current best practices and requirements.

MANDATE (Specific Tasks)

- Environmental Site Assessment, Remediation and Management subcommittee is expected to obtain and provide information that will aid engineers to perform their engineering role in accordance with best practices and requirements defined by the legislation including the *Professional Engineers Act* and its regulations.
- Subcommittee is expected to obtain and provide information on the engineer's role in the evaluation, design, implementation of remediation options and environmental risk management measures.

- The subcommittee will review current legislation and identify the regulatory and ethical requirements for professional engineers providing services in this area of practice.
- PEO staff will provide the subcommittee with both legal cases and discipline cases on Environmental Site Assessment, Remediation and Management. These cases will be used as part of an evidence based approach for developing the guideline.
- The current practice guideline will be revised to reflect current best practices and requirements.

MEMBERSHIP

The subcommittee shall consist of a member of PSC who will act as chair and a minimum of 6 engineers currently engaged in the practice of providing engineering services for the Environmental Site Assessment and Remediation industry and 2 observers from the MOECC.

DELIVERABLES

The subcommittee will present the completed guideline to the PSC no later than July 2018. The subcommittee will provide quarterly progress reports to PSC.

Meeting Schedule: At discretion of the Chair

Completion Date: July 2018

Professional Engineers Providing Services in Environmental Site Assessment, Remediation and Management

Evaluation Process

Professional Standards Committee

May 10, 2016

Guidelines Discussed

- 1. Professional Engineers Ontario: Professional Engineers Providing Services in Environmental Site Assessment, Remediation and Management**
- 2. Engineers Canada: Professional Engineers Providing Services in Environmental Site Assessment, Remediation and Management**

Background

- PEO staff contacted H. Swan to contact some engineers who are interested in review the PEO and Engineers Canada guidelines and to answers some questions were provided by PEO staff.
- The following information was provided by the engineers who reviewed the guidelines.

Do you and your colleagues use the PEO guideline “*Professional Engineers Providing Services in Environmental Site Assessment, Remediation and Management*”?

- “*Many colleagues are entirely unaware of both guidelines*”.

Is the PEO guideline still relevant?

- The most widely-used reference standard used in industry in Ontario is O. Reg. 153/04: Records of Site Condition - Part XV.1 of the Environmental Protection Act.
- This standard has been updated numerous times since 1996.
- This standard is often used for property transfer, but sets general expectations that are adopted as standard practice for other projects within the realm of phased environmental site assessments, and remediation.
- This is a law that applies to a certain type of site, it is prescriptive, and has strict requirements.

Other commonly-used standards include:

- Government of Canada: A Federal Approach to Contaminated Sites, 1999
- CSA Z768-01 (R2012) - Phase I Environmental Site Assessment
- CSA Z769-00 (R2013) - Phase II Environmental Site Assessment
- ASTM E1527 - 13 Standard Practice for Environmental Site Assessments: Phase I Environmental Site Assessment Process
- ASTM E1903 - 11 Standard Practice for Environmental Site Assessments: Phase II Environmental Site Assessment Process
- *The standards and guidelines listed above are generally more accepted references than the current PEO guideline. The current PEO guideline is also evidently outdated, as it was published in 1996. At this time, it is not believed the current PEO guideline is relevant.*

Should the PEO guideline be updated? If so, what specific areas need updating?

- The current guideline presents information that is best captured by the above references. These references are more comprehensive, set with more practical considerations, and are more continuously monitored and updated. Professionals that are qualified to undertake the type of work outlined in this document are likely to be aware of the more current practices.
- An updated version of this document would certainly be valuable, but this standard would best serve as guidance for engineers from an ethical and legal standpoint. A revised document should consider a discussion of the engineer's professional obligations, as they relate to the Code of Ethics. It should address how projects of this type relate to the engineer's duty to society, employers, clients, colleagues, the profession, and himself/herself.
- An engineering failure in this realm of practice can often be more difficult to identify than in more traditional engineering practices, as it can take place below ground, or not become immediately apparent or noticeable. Environmental incidents may also not exhibit effects until years after their occurrence. Guidance might provide discussion on the unique challenges presented by this kind of failure mode.

- Another point that would be of particular interest is a discussion of when an engineer has the duty to report environmental contamination. This might discuss the legal and ethical considerations, as well as discuss how duties change, depending on the engineer's role.
- Another discussion point that would be valuable would be a list of stakeholders that might need notification in the event of an adverse environmental incident.
- It may be a good idea to issue separate guidance briefs for both phased environmental site assessments and spills and remediation, as they deal with different phases in a project.

Is there content in Engineers Canada model guide that is valuable and needs to be considered in our PEO guideline?

- The Engineers Canada document includes several valuable sections and references that could be incorporated into the PEO guideline.
- The six sections presented in this guide are all relevant to a rounded discussion of the engineer's duty.
- The PEO might consider using abbreviated content from this document.

Recommendations

- The PEO should consider a revised document related to Environmental Site Assessment (ESA) and Remediation. However, our recommendation would be to minimize guidance on the ESA (Phase I & IIs) components and to focus more on environmental risk management (e.g. sub-slab vapour mitigation), remediation and/or spill response.
- This should include more discussion on the Engineer's role in the investigation and DESIGN of remediation programs (including bench top and pilot studies), the DESIGN of risk management components and the response and design of spill response (for a new release).
- It would also be useful to provide guidance on the need to report the identification of off-site contaminants that have migrated from the subject property.
- A section or discussion on the ethics in reporting and interpolation of results would also be appropriate, documenting a reasonable standard of care on which owner can be more confident in their reports.

PEO staff - Comparison

	<i>PEO Guideline</i>	<i>Engineers Canada Guideline</i>
ENVIRONMENTAL SITE ASSESSMENTS PHASE I and PHASE II	Yes, Covers Phases I and II. However, reference to CSA Z768-94 is outdated.	<ul style="list-style-type: none"> ❖ Does not cover site assessment activities that investigate and define initial site conditions for the purpose of site remediation. ❖ Does not discuss other aspects of contaminated site cleanup and management, which are often multi-disciplinary and involve other non-engineering disciplines.
SITE REMEDIATION	<ol style="list-style-type: none"> 1. Clean-up Targets 2. Development and Screening of Remedial Alternatives 3. Design of Site Remediation Plan 4. Implementation of Site Remediation Plan 5. Verification, Documentation, Registration 6. Qualifications 	<ol style="list-style-type: none"> 1. Site Specific Objectives and Remediation Targets 2. Identification and Evaluation of Remediation Alternatives 3. Site Remediation Action Plan 4. Implementation of Remediation Action Plan 5. Verification and Documentation 6. Authentication 7. Ongoing supervision and monitoring 8. Site closure
Risk Assessment and Risk Management	Yes, PEO guideline cover Risk Assessment and Risk Management.	<ul style="list-style-type: none"> ❖ No, does not cover Risk Assessment ❖ Constituent associations may wish publish separate guidelines on site investigation as well as provide more detailed guidance on remediation and risk assessment.

PEO Guideline References

References	Outdated?	Current version
<i>Phase I Environmental Site Assessment, CSA Standard Z768-94, Toronto: Canadian Standards Association, April 1994.</i>	Yes	Z768-01 (R2012) - Phase I Environmental Site Assessment
<i>Standard Practice for Environmental Site Assessments: Phase I Environmental Site Assessment Process, ASTM Standard E 1527-94</i>	Yes	<i>ASTM Standard E 1527-13</i>
<i>Guideline for a Professional Engineer's Duty to Report, Toronto: Professional Engineers Ontario, 1990.</i>	Yes	Covered in the <i>Professional Engineering Practice</i> guideline
<i>Subsurface Assessment Handbook for Contaminated Sites (CCME EPC-NCSRP-48E), Ottawa: Canadian Council of Ministers of the Environment, March 1994.</i>	No	
<i>Phase II Guideline, Toronto: Canadian Standards Association.</i>	Yes	CAN/CSA-Z769-00 (R2013) - Phase II Environmental Site Assessment
<i>Subsurface Assessment Handbook for Contaminated Sites (CCME EPC-NCSRP-48E), Ottawa: Canadian Council of Ministers of the Environment, March 1994.</i>	No	
<i>Interim Guidelines for the Assessment and Management of Petroleum Contaminated Sites in Ontario, Toronto: Ministry of Environment and Energy (MOEE), August 1993.</i>	Yes	Guideline for Use at Contaminated Sites
<i>Proposed Guideline for the Clean-up of Contaminated Sites in Ontario, Toronto: MOEE, July 1994</i>	Yes	Guideline for Use at Contaminated Sites
<i>Ontario MBS Contaminant Recognition and Management, Environmental Advisory Services Unit, Realty Group, July 1993.</i>	N/A	

Briefing Note – Decision

Professional Engineers Providing Reports on Mineral Projects Subcommittee

Purpose:

Professional Standards Committee (PSC) requests authorization to form a Professional Engineers Providing Reports on Mineral Projects subcommittee to review the existing guideline and, in consideration of changes to legislation affecting the industry and professional engineering, revise that document to better reflect current best practices.

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

That Council direct the Professional Standards Committee to form a Professional Engineers Providing Reports on Mineral Projects Subcommittee to complete the work described in the Terms of Reference as presented to the meeting at C-509-2.11, Appendix A.

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

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

1. Need for PEO Action

- The current Guideline for *Professional Engineers Providing Reports on Mineral Properties* was published in 2002 and has not been revised since then. In the intervening 14 years there have been numerous changes to the technical guidelines and standards in the exploration and mining industry.
- The above indicates that the guideline should be reviewed and revised as necessary to reflect current best practices.

2. Proposed Action / Recommendation

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

3. Next Steps (if motion approved)

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

4. Peer Review & Process Followed

<p>Process Followed</p>	<ul style="list-style-type: none"> • The current Guideline for <i>Professional Engineers Providing Reports on Mineral Properties</i> was published in 2002 and has not been revised since then. In the intervening 14 years there have been numerous changes to the technical guidelines and standards in the exploration and mining industry. This indicates that the guideline should be reviewed and revised to reflect current best practices. • PSC members reviewed the provided information and decided that, according to PSC’s assessment criteria, revising this guideline was appropriate. The criteria PSC uses for assessment of the need for guidelines and standards are: <ul style="list-style-type: none"> a) Number of members affected by the practice b) Impact on the public c) Number of inquiries made to PEO about the practice d) Required by creation or amendment of legislation e) Change in the Professional Engineers Act or its Regulations f) Demonstration through the existence of disciplinary cases indication common misconceptions of engineers’ responsibilities that a coherent, consistent standard of practice is required g) Direction of Council • In this case PSC found that a revised guideline was required since the engineering activity has significant impact on the public. By generalizing the content of the guideline it can be applicable to a large number of license holders and stakeholders.
<p>Council Identified Review</p>	<ul style="list-style-type: none"> • N/A
<p>Actual Motion Review</p>	<ul style="list-style-type: none"> • Pending development of the draft guideline. • Completed draft guideline will be posted on the PEO website for public consultation.
<p>Budget</p>	<ul style="list-style-type: none"> • \$5000

5. Appendices

- Appendix A – Terms of Reference: *Professional Engineers Providing Reports on Mineral Properties*;
- Appendix B – Staff Review Update;
- Appendix C – Correspondence (subject matter expert).



Terms of Reference

Professional Engineers Providing Reports on Mineral Projects

Subcommittee

(October 18, 2016)

OBJECTIVES

The Guideline for Professional Engineers Providing Reports on Mineral Projects subcommittee is directed by the Professional Standards Committee to review the existing guideline *Professional Engineers Providing Reports on Mineral Properties* and, in consideration of changes to legislation and standards affecting the industry and professional engineering, revise that document to better reflect current best practices and requirements.

BACKGROUND

The current Guideline for *Engineers Providing Reports on Mineral Properties* was published in 2002 and has not been revised since then. In the intervening 14 years there have been numerous changes to the technical guidelines and standards in the exploration and mining industry, such as:

- National Instrument 43-101 STANDARDS OF DISCLOSURE FOR MINERAL PROJECTS and its Companion Policy and Report Form;
- Canadian Institute of Mining, Metallurgy and Petroleum (CIM) Mineral Resource and Mineral Reserve Definition Standards;
- CIM Reserve and Resource Estimation Best Practice Guidelines; and
- CIMVal Standards and Guidelines for Valuation of Mineral Properties.

The above indicates that the guideline should be reviewed and revised as necessary to reflect current best practices and requirements.

MANDATE (Specific Tasks)

The Professional Engineers Providing Reports on Mineral Projects subcommittee is expected to obtain and provide information that will aid engineers in accordance with new requirements including the *Professional Engineers Act* and its regulations.

The subcommittee will review current legislation and identify the regulatory and ethical requirements for practitioners providing services in this area of practice.

The current practice guideline will be revised to reflect current best practices and requirements.

MEMBERSHIP

The subcommittee should be comprised of 3-5 members engaged in the practice of providing engineering services for exploration, mining, minerals, minerals processing and metallurgical industries. The subcommittee's Chair should be a PSC member.

DELIVERABLES

The subcommittee will present the completed guideline to the Professional Standards Committee no later than July 2018. The subcommittee will provide quarterly progress reports to PSC.

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

*Professional Engineers Providing
Reports on Mineral Properties
Guideline*

Staff Review Update
October 2015

Agenda

- Request to Update the *Professional Engineers Providing Reports on Mineral Properties* Guideline.
- Analysis:
 - External References that are outdated.
 - Internal References that are outdated.
 - External References to be determined.
- Discussion.

Request to Update the *Professional Engineers Providing Reports on Mineral Properties* Guideline

Councillor Spink Recommends:

- NI-43101 was updated a few years ago, so it would be of benefit to review PEO's Mineral Property practice in parallel and determine if an update to PEO's document is necessary.
- The recent changes to NI-43101 focused on infrastructure and engineering aspects of the minerals projects.

External References that are outdated

References	Current Version	Previous Versions
NATIONAL INSTRUMENT 43-101 STANDARDS OF DISCLOSURE FOR MINERAL PROJECTS	<p>Link to all versions: https://www.osc.gov.on.ca/en/15019.htm June 24, 2011: https://www.osc.gov.on.ca/en/SecuritiesLaw_ni_20110624_43-101_mineral-projects.htm</p>	<p>December 23, 2005 https://www.osc.gov.on.ca/en/SecuritiesLaw_rule_20051223_43-101_mineral-projects.jsp November 17, 2000 https://www.osc.gov.on.ca/en/SecuritiesLaw_rule_20001117_43-101ni.jsp</p>
Companion Policy 43-101-CP and Form 43- 101-F1, Technical Reports	<p>Same as above (Included in the above document)</p>	
Draft Standards and Guidelines for Valuation of Mineral Properties	<p>(FINAL VERSION) FEBRUARY 2003 http://web.cim.org/standards/documents/Block487_Doc69.pdf</p>	<p>Note: 2002 version is no longer available</p>
CIM Standards on Mineral Resources and Reserves, Definitions and Guidelines	<p>May 10, 2014 http://web.cim.org/standards/MenuPage.cfm?sections=177&menu=178</p>	<p>November 27, 2010 http://web.cim.org/UserFiles/File/CIM_DEFINITON_STANDARDS_Nov_2010.pdf</p>
Reference: A Guide for Reporting Exploration Information, Mineral Resources and Mineral Reserves, SME	<p>June 2014 http://www.smenet.org/docs/publications/2014_SME_Guide_Reporting_%20June_10_2014.pdf</p>	<p>Note: March 1998 version is no longer available.</p>
Ontario Securities Commission Rule 61-501 (which replaced OSC Policy 9.1 on May 1, 2000)	<p>On Feb.. 2008: 1.1 Rule 61-501 Rule 61-501 <i>Insider Bids, Issuer Bids, Business Combinations and Related Party Transactions</i> is revoked. https://www.osc.gov.on.ca/en/SecuritiesLaw_rule_20080201_61-801_implementing-61-101.jsp</p>	<p>May 1, 2000: https://www.osc.gov.on.ca/en/SecuritiesLaw_rule_20000414_61-501fr.jsp Version on 2004 https://www.osc.gov.on.ca/en/SecuritiesLaw_rule_20040507_61-501-insiderbids-issuerbids.jsp</p>
CDNX Policy 3.3, Timely Disclosures Note: TSX Venture Exchange was previously known as CDNX	<p>June 14, 2010 https://www.tsx.com/resource/en/432</p>	<p>January 2000 http://www.cdnx.com/Top/PDF/Policy3-3.pdf</p>
CDNX's Appendix 3F, Mining Standards Guidelines	<p>June 14, 2010 https://www.tsx.com/resource/en/530</p>	<p>January 2000 http://www.cdnx.com/Top/PDF/Appendix3F.pdf</p>

Internal References that are outdated

References	Current version	Previous version
<i>Regulatory Practice Bulletin No. 1</i>	<i>This practice bulletin has been superseded by the guideline "Use of the Professional Engineer's Seal"</i>	
<i>Guideline for the Use of Computer Software Tools by Professional Engineers and the Development of Computer Software Affecting Public Safety</i>	<i>Professional Engineers Using Software-Based Engineering Tools (2011)</i> http://peo.on.ca/index.php/ci_id/22125/la_id/1.htm <i>Developing Software for Safety Critical Engineering Applications (2013)</i> http://peo.on.ca/index.php/ci_id/27571/la_id/1.htm	<i>Version 1993</i> http://www.peo.on.ca/index.php/ci_id/22078/la_id/1.htm

External References to be determined

References	Current version
<i>Exploration Best Practice</i>	August 20, 2000 http://web.cim.org/standards/MenuPage.cfm?sections=177,180&menu=217
<i>Geological Survey of Canada, A Standardized Coal Resource/Reserve Reporting System for Canada</i>	http://ftp2.cits.rncan.gc.ca/pub/geott/ess_pubs/126/126809/pa_88_21.pdf
REPORTING OF DIAMOND EXPLORATION RESULTS, IDENTIFIED MINERAL RESOURCES AND ORE RESERVES	March 2003: Guidelines for the Reporting of Diamond Exploration Results http://web.cim.org/standards/MenuPage.cfm?sections=177,180&menu=218 November 1997 REPORTING OF DIAMOND EXPLORATION RESULTS, IDENTIFIED MINERAL RESOURCES AND ORE RESERVES http://web.cim.org/standards/documents/Block560_Doc84.pdf

Discussion

- Based on the number of the outdated references, *Professional Standards Committee* to decide how to proceed.

Response - William E. Roscoe, Ph.D., P.Eng.

- Do you and your colleague use the “*Professional Engineers Providing Reports on Mineral Properties*” guideline in your industry?

I and my colleagues do not use the Guidelines – we use NI 43-101 for the most part for our professional reports, which incorporates the CIM Resource and Reserve Definition Standards by reference.

- In your view, is the PEO guideline still relevant?

I do not believe it is relevant in its present form since most or all of the Standards and Guidelines it refers to are out of date.

- Should the PEO guideline be updated? If so, what specific areas need updating?

I think it is worth updating, but it should place more reliance by reference to other documents such as NI 43-101 and CIM Definition Standards, which have both been updated about three times since 2002. I think it could still play a useful role in providing guidelines for economic studies such as Preliminary Economic Analysis (aka scoping studies), Prefeasibility Studies, and Feasibility Studies. These studies are summarized in NI 43-101 reports but could use some guidance for the more comprehensive PFS and FS level studies.

- Can reports on Mineral Properties be done by other professionals e.g. geologists? **Yes.**
- Can the economic studies that you mentioned be done by other professionals? If so, which professionals?

Feasibility Studies, Prefeasibility Studies, and Scoping Studies (Preliminary Economic Assessment under NI 43-101) are usually done by a team of professionals, mostly engineers, who take responsibility for various aspects of the studies. The more advanced and detailed the study, the larger the team. The team may include geologists, mining engineers, metallurgical and engineers, design engineers (civil, mechanical, electrical), geotechnical engineers, hydrologists, technicians and technologists, technical draftspersons, environmental and permitting specialists, mineral economics specialists, socioeconomic specialists, etc.

- Approximately how many professional engineers in Ontario work in this area of practice i.e. provide reports on mineral properties?

I am not sure but I would guess several hundreds. Many geologists, including myself, are registered as Professional Engineers, which would add hundreds more.

- Is there evidence of a problem in this area of engineering practice e.g. demonstration through the existence of legal cases indicating common misconceptions of engineers' responsibilities that a coherent, consistent standard of practice in a particular area is currently required?

Over the last couple of decades, a number of practice standards for the exploration and mining industry have appeared or have been revised, including National Instrument 43-101 and its Companion Policy and Report Form, Canadian Institute of Mining, Metallurgy and Petroleum (CIM) Mineral Resource and Mineral Reserve Definition Standards, CIM Reserve and Resource Estimation Best Practice Guidelines, and CIMVal Standards and Guidelines for Valuation of Mineral Properties. When there are issues, which rarely result in legal cases or disciplinary actions, the aforementioned standards and guidelines are used to represent industry practice.

Coordinating Licensed Professional Joint Subcommittee

Purpose:

Professional Standards Committee (PSC) requests authorization to form a “Coordinating Licensed Professional” joint subcommittee to prepare a joint Practice Guideline with the Ontario Association of Architects (OAA) describing the best practices for engineers and architects involved in this line of work.

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

That Council direct the Professional Standards Committee to form a Coordinating Licensed Professional Joint Subcommittee to develop a Practice Guideline and Performance Standard as presented to the meeting at C-509-2.12, Appendix A.

Prepared by: José Vera, P. Eng. – *Manager Standards and Practice* and,
Sherin Khalil, P.Eng. – *Standards and Guidelines Development Coordinator* and on behalf of,
Nicholas Pfeiffer, Ph. D., P. Eng. – *Chair of the Professional Standards Committee (PSC)*.
Moved by: Councillor-at-Large, Roger Jones, P.Eng, MBA, SMIEEE or designate

1. Need for PEO Action

- PEO Council supports in principle a Professional Coordinator mandated in the Building Code as described in the Motion at 494 Council Meeting on June 9, 2014 (Motion in the Terms of Reference attached in Appendix A);
- Elliot Lake Inquiry Recommendation No. 1.27 recommended either a professional engineer or an architect be designated by the owner or the owner’s agent as the prime consultant (Coordinating Licensed Professional) to perform the roles and responsibilities of that position;
- PEO's Submission to the Elliot Lake Policy Roundtable indicates that, “PEO supports amendment of the Ontario Building Code to provide that the owner of a structure must name a prime consultant (Coordinating Licensed Professional) in the application for a building permit” (Appendix D);
- Engineers, Architects and Building Officials (EABO) submitted a letter to Ministry of Municipal Affairs and Housing, Ontario Association of Architects, and Professional Engineers Ontario regarding Professional Design and Review Coordination (Appendix B);
- The Building Advisory Council recommended the implementation of mandatory professional design coordination roles in their 2012 Report (Appendix C - Recommendation 15).

2. Proposed Action / Recommendation

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

3. Next Steps (if motion approved)

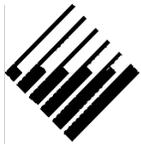
- Professional Standards Committee will direct staff to find volunteers for the joint subcommittee and to begin work on the documents.
- During the development of this guideline, PEO staff and joint subcommittee members will consult with practitioners and other parties including members of the public affected by professional engineers carrying out this work. When the draft documents are completed they will be posted on the PEO website for public consultation with the members and stakeholders.

4. Peer Review & Process Followed

<p>Process Followed</p>	<ul style="list-style-type: none"> • The Professional Standards Committee reviewed: <ol style="list-style-type: none"> a) EABO letter to <i>MMAH, OAA, and PEO</i>; b) <i>Building Advisory Council</i>; c) Elliot Lake Inquiry Recommendation No. 1.27; d) PEO council Motion on June 9, 2014 and e) <i>PEO's Submission to the Elliot Lake Policy Roundtable</i>. • Professional Standards Committee members reviewed and decided that, according to PSC's assessment criteria, the development of a Practice Guideline was appropriate. The criteria PSC uses for assessment of the need for guidelines and standards are: <ol style="list-style-type: none"> a) Number of members affected by the practice b) Impact on the public c) Number of inquiries made to PEO about the practice d) Required by creation or amendment of legislation e) Change in the <i>Professional Engineers Act</i> or its Regulations f) Demonstration through the existence of disciplinary cases indication common misconceptions of engineers' responsibilities that a coherent, consistent standard of practice is required g) Direction of Council
<p>Council Identified Review</p>	<ul style="list-style-type: none"> • Not Applicable
<p>Actual Motion Review</p>	<ul style="list-style-type: none"> • Pending development of the draft guideline. • Completed draft guideline will be posted on the PEO website for public consultation.
<p>Budget</p>	<ul style="list-style-type: none"> • \$5000

5. Appendices

- Appendix A – *Terms of Reference*
- Appendix B – *EABO letter to MMAH, OAA, and PEO dated March 18, 2009*
- Appendix C – *Building Advisory Council, 2012 Report*
- Appendix D – *Extract from PEO's Submission to the Elliot Lake Policy Roundtable*



Terms of Reference

Coordinating Licensed Professional Joint Subcommittee (October 18, 2016)

OBJECTIVES

The PEO Professional Standards Committee (PSC) and Ontario Association of Architects (OAA) Practice Committee have agreed to establish the OAA/PEO Coordinating Licensed Professional joint subcommittee for the purpose of developing a joint practice guideline that would be endorsed by both the Professional Engineers Ontario (PEO) and the Ontario Association of Architects (OAA). Coordinating Licensed Professionals will coordinate the design work of architects and engineers for buildings required to be designed by an architect, an engineer, or both as per the *Professional Engineers Act*, the *Architects Act* and the Ontario Building Code. Furthermore, the joint subcommittee will develop an accompanying Performance Standard once the Ministry of Municipal Affairs and Housing (MMAH) announces changes to the *Building Code Act*.

BACKGROUND

- PEO Council supports in principle that a Professional Coordinator be mandated in the Ontario Building Code as described in the Motion below.
 - At 494 Council Meeting on June 9, 2014:
*Motion that Council support in principle the following position:
That the Building Code should mandate that an owner retain and identify a principal or coordinating professional, either a Professional Engineer or an Architect, licensed to practise in Ontario as part of a required filing for a permit application. The OAA and PEO would be responsible to establish the professional standards which apply to this role through regulation and or practice guidelines, as appropriate.*
- Elliot Lake Inquiry Recommendation No. 1.27 states:
For the construction of any buildings requiring the services of more than one professional consultant, either a professional engineer or an architect should be designated by the owner or the owner's agent as the prime consultant to perform the roles and responsibilities of that position, as defined by one or the other or both of the Professional Engineers of Ontario (PEO) and the Ontario Association of Architects (OAA).
- PEO's Submission to the Elliot Lake Policy Roundtable indicates that, "*PEO supports amendment of the Ontario Building Code to provide that the owner of a structure must name a prime consultant in the application for a building permit*".
- The Building Advisory Council recommended the implementation of mandatory professional design coordination roles in their 2012 Report (Appendix C - Recommendation 15).
- In March 2009, Engineers, Architects and Building Officials (EABO) submitted a letter to the Ministry of Municipal Affairs and Housing, EABO recommending the following:

That provisions in the *Architects Act*, the *Professional Engineers Act*, the *Building Code Act* and the Ontario Building Code incorporate requirements for the appointment of a coordinating consultant

where professional design is currently mandated by those statutes. Regulations under the professional acts should clearly set out the standards of practice for this function.

- The OAA and PEO met and agreed that the PEO would prepare draft Terms of Reference for the new joint subcommittee.

MANDATE (Specific Tasks)

This joint subcommittee is expected to obtain and provide information that will aid engineers and architects in performing their engineering role when acting as the coordinating licensed professional in accordance with the *Professional Engineers Act*, *Architects Act* and *Regulation 941*. Tasks that the joint subcommittee should consider as useful to this process are:

- a) review and consider the roles of the Coordinating Registered Professional (CRP) from other jurisdictions such as, Association of Professional Engineers and Geoscientists of BC (ABEGBC) and Association of Professional Engineers and Geoscientists of Alberta (APEGA),
- b) prepare a practice guideline for a *Coordinating Licensed Professional*, that defines the roles and responsibilities of the Coordinating Licensed Professional, along with best practices.

Furthermore, the Coordinating Licenced Professional joint subcommittee is expected to develop a Performance Standard once the MMAH announces changes to the Building Code Act.

MEMBERSHIP

The joint subcommittee should be comprised of 3 architects and 3 engineers engaged in the practice of coordinating the design work of architects and engineers in building projects.

Each organization may provide staff support as appropriate. A Chair should be a member of the Professional Standards Committee (PSC) and Vice-chair will be determined by the joint subcommittee.

DELIVERABLES

The joint subcommittee will complete the draft Joint Practice Guideline and present it to the PEO Professional Standards Committee and OAA Practice Committee no later than December 2017. The joint subcommittee will provide quarterly progress reports to PEO Professional Standards Committee and OAA Practice Committee. Once agreed to by each organization's respective committee, the guideline will be subject to final approval and endorsement by each organization's respective Council.

Meeting Schedule: At discretion of the Chair
Completion Date: December 2017

*c/o Professional Engineers Ontario
1000 - 25 Sheppard Avenue West
Toronto, Ontario M2N 6S9
Tel: (416) 224-1100
Fax: (416) 224-8168*

March 18, 2009

Mr. James Douglas
Acting Director, Building and Development Branch
Ministry of Municipal Affairs
777 Bay Street
2nd Floor
Toronto, Ontario
M5G 2E5

Ms. Gerrie Doyle
President
Ontario Association of Architects
111 Moatfield Drive
Toronto, Ontario
M3B 3L6

Mr. David Adams, P. Eng.
President
Professional Engineers Ontario
1000 - 25 Sheppard Avenue West
Toronto, Ontario
M2N 6S9

Dear Messrs. and Mme.:

Re: Professional Design and Review Coordination

EABO has been reviewing case studies at recent meetings which suggest that the proper coordination of all elements in a professionally designed building is not assured by the provisions of current regulations which apply to owners and designers. This has the potential to lead to situations where buildings will not comply with minimum regulatory standards. It is also worth noting that the anticipated implementation of more comprehensive building performance standards for energy efficiency in Ontario will place increasing reliance on the proper coordination of interconnected design elements.

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A Joint Committee of:

*Professional Engineers Ontario; Consulting Engineers Ontario;
Ontario Association of Architects; Ontario Building Officials Association;
Large Municipalities Chief Building Officials; and Toronto Area Chief Building Officials Committee*

EABO concluded that the public interest in safe, code compliant and more energy efficient building designs will be better served if the responsibility for coordination of all elements of a building design is more clearly set out, and is a mandatory part of professional design services.

The consensus amongst professional association representatives at the EABO table is that the building code should mandate that an owner retain and identify a principal or coordinating designer as part of a required filing for a permit application. The OAA and PEO would be responsible to establish the professional standards which apply to this role through regulation or practice guidelines, as appropriate.

Traditionally, the architect could be relied on to coordinate the work of all design consultants. Today, professional designers are sometimes engaged by owners under contracts which may limit a designer's responsibility and ability to effectively coordinate all elements of a building design. In some cases, municipal officials are being drawn into a coordination role due to gaps in professional services. We believe this to be inappropriate, and invariably results in uneven application of professional design standards and friction between building officials and professional designers.

Local inconsistencies about what constitutes a complete building permit application with respect to required shop drawing submissions is one practical consequence. Some building officials have not been issuing building permits until shop drawings are available due to their legitimate concern that there may be no one designated to review and coordinate. This practice has caused difficulties for the construction community when subtrades who will provide these drawings are not yet selected at the time of permit application. Knowing that there is an overall coordinating designer for the project should allow the building official to issue the permit knowing that coordination will be done.

EABO recommends that provisions in the *Architect's Act*, the *Professional Engineer's Act*, the *Building Code Act* and the building code incorporate requirements for the appointment of a coordinating consultant where professional design is currently mandated by those regulations. The professional acts should clearly set out the standards of practice for this function.

This action will reduce risks which presently exist due to gaps in professional design services, and will support the government's energy performance strategy. In addition, implementing this recommendation will streamline the processing of building permit applications, and foster more consistency in document acceptance, since municipalities will be able to rely to a greater extent on the coordination of professional design and resulting construction elements.

We would anticipate the implementation of this initiative will require appropriate consultations between the government and the professional associations to ensure there is harmony and clarity in the regulations. EABO would be pleased to further participate or assist in this undertaking.

Yours truly,

A handwritten signature in black ink, appearing to read "Paul Roth", with a horizontal line extending to the right from the end of the signature.

Paul Roth
Chair, EABO

Building Advisory Council

C-509-2.12
Appendix C

Danny Young, Co-Chair
Ontario Society of Professional
Engineers

Tim Moore, Co-Chair
Toronto Area Chief Building Officials
Committee

**John Culmone (Interim
Representative)**
Association of Architectural
Technologists of Ontario

Roy Hardy
Association of Municipalities of Ontario

Lynn McGregor
Association of Registered Interior
Designers of Ontario

Michael Lio
Consumers Council of Canada

Bernie Torchia
Building Industry and Land
Development Association

Ann Boroovah
Large Municipalities Chief Building
Officials

Allan Larden
Ontario Association of Architects

George Evans
Ontario Association of Certified
Engineering Technicians and
Technologists

Clive Thurston
Ontario General Contractors
Association

Andy Oding (Interim Representative)
Ontario Home Builders Association

Dan Devlin
Ontario Plumbing Inspectors
Association

Chris Roney
Professional Engineers Ontario

Michael Steele
Residential Construction Council of
Central Ontario

Ray Hachigian
Ontario Building Officials Association

Derek Smith
Council of Ontario Construction
Associations

Dan Templeton
Consulting Engineers of Ontario

Krystyna Paterson
Office of the Fire Marshal (ex-officio
member).

April 5, 2012

The Honourable Kathleen Wynne
Minister of Municipal Affairs & Housing
777 Bay Street
Toronto ON
M5G 2E5

Dear Minister:

As you may know, the Building Advisory Council was established in 2006 to provide the Minister of Municipal Affairs and Housing with strategic advice on policy, technical and administrative issues related to Ontario's *Building Code Act* and Building Code.

In addition to providing advice, BAC's responsibility includes preparation of a periodic report to you that includes:

- Matters considered and advice offered
- The policy, administrative and technical issues BAC is currently considering, and
- Advice on the currency of BAC's mandate and terms of reference

In this regard, it is our pleasure to provide you with our 2012 Report.

In 2010, the Council identified the need for removing barriers to industry innovation as a strategic priority. Since that time, the Council has been comprehensively examining opportunities for modernizing some aspects of the administration of provincial building regulations, including, in particular, measures which will continue Ontario's leadership in building standards and safety, while facilitating innovation and greater public sector efficiency. The Council's recommendations in these important areas are contained in the attached report.

We would be pleased to have the opportunity to meet with you at your convenience to express the Council's continued commitment and support to the Ministry, and to share our views on any of the matters contained in our 2012 Report.

Yours truly



Tim Moore, Co-chair



Danny Young, Co-chair

Building Advisory Council

2012 Report

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BAC's Mandate and Terms of Reference

This Annual Report is submitted by the co-chairs of the Building Advisory Council (BAC) to the Minister of Municipal Affairs and Housing (Minister) in fulfillment of BAC's obligations under its Terms of Reference.

As prescribed under the Terms of Reference, the Annual Report includes:

- Matters considered and advice offered to the Minister;
- A summary of the policy, administrative and technical issues BAC is currently considering; and
- Advice on the currency of BAC's Terms of Reference, including the Council's mandate.

BAC was established by the Minister to provide strategic advice on policy, technical and administrative issues related to the *Building Code Act, 1992* and the Building Code.

BAC's mandate is to provide strategic advice to the Minister on matters related to:

- The implementation of recent building regulatory changes resulting from the *Building Code Statute Law Amendment Act, 2002* (formerly Bill 124); and
- On-going policy, administrative and technical issues related to the *Building Code Act, 1992*, and the Building Code.

Under the Terms of Reference, the Minister may set priorities for the work of the Council through a letter submitted to the Co-chairs of BAC. The Minister may also make any adjustments to the Terms of Reference that the Minister deems appropriate.

BAC Meetings in 2010-2011

The Council held six meetings during this period, on the following dates:

- September 28, 2010
- November 23, 2010
- February 15, 2011
- May 17, 2011
- October 14, 2011
- December 6, 2011

Matters Considered and Advice to the Minister

During the 2010-2011 period, the Council provided advice on issues related to the Building Code and the *Building Code Act, 1992* in the following areas:.

Priority Areas

During the September 28, 2010 BAC meeting, a facilitated session was held to identify priority issues for the Council's consideration over the next 24 months. At the end of the meeting, the Council identified the following two priorities:

Building Code Interpretation and Innovation

- *The need for uniformity and standardization in Building Code application and enforcement while allowing for more innovation*

Applicable Law/Prior Clearances

- *Streamlining the broader regulatory system; in particular, timeframes and transparency related to prior clearances*

At its meeting on November 23, 2010, the Council broke into working groups to further discuss and develop work plans for these two issues. Interpretation and Innovation was selected as the key focus for 2010-2011 and is addressed in Section 2 in this Report. Key issues related to Applicable Law/Prior Clearances were identified, however, this area is to be further addressed in 2012.

Next Edition of the Building Code

- In December 2010 the Council submitted a letter to the Minister providing strategic advice on the next edition of the Building Code. The letter outlined recommendations related to the impact of Code changes on construction costs and municipal enforcement, the timing and pace of Code changes, and the need to develop tools to support capacity building within the industry.
- In February 2011, following public consultations held in the fall of 2010 on the next edition of the Building Code, the Council reviewed potential administrative changes and provided recommendations to the Ministry, as follows:

Change Number	Subject	Type	BAC Consensus
B-09-10-21 / B-03-02-03	Clarify the determination of the 10 minute fire department response time and its relationship to limiting distance (Part 3 and Part 9)	mNBC	Reject
C-01-03-01	Require a permit for the demolition of a farm house	Provincial	Accept
C-01-03-02	Exempt pallet racking from requiring a building permit	Provincial	Reject

C-01-03-03	Require copies of Minister's Rulings to be kept on site just as the Code requires for BMEC authorizations	Provincial	Accept
C-01-03-04	Require municipal inspectors to complete a written inspection report for each stage of inspection and to provide a copy to the builder/contractor and building owner	Provincial	Reject
C-01-03-05	Require thermal protection for foam plastic insulation as a condition to permit persons to occupy a building of residential occupancy that has not been fully completed	Provincial	Accept
C-02-01-01	Use model National Building Code provision on documentation for accepting alternative solutions (Delete Section 2.1 and replace with Section 2.3 and explanatory material in Div C A-2.3.1. from the 2005 mNBC)	Provincial	Accept
C-03-02-02	Revise maximum building area of ancillary buildings to 55 m ² for consistency within the Code	Provincial	Accept
C-03005-01	Exclude inspectors from qualification requirements for signs as they are exempted in Clause 3.1.1.1.(2)(e)	Provincial	Accept
C-03-07-01	Add the same information required under Sentence 3.7.4.2.(5) for orders issued by a registered code agency	Provincial	Accept

Other Building Code Issues

Other significant policy, administrative, and technical issues related to the Building Code and the *Building Code Act, 1992* considered by BAC included:

- Recommendations on professional design provisions in the Code and the Act; and
- Recommendations on occupancy permit requirements for houses. In this regard, the Council recommended that the requirement for substantial completion of site grading prior to occupancy be deleted from the building code.

Recommendations in support of more consistent and effective regulation, and industry innovation

Background

The mandate of Ontario's Building Advisory Council is to provide strategic advice on policy, technical and administrative issues related to the *Building Code Act, 1992* and the Building Code. In 2010, the Council conducted a strategic planning session to establish its review priorities for the ensuing 24 months. This special session concluded with a resolution to address needs for more consistency in building code application, while enabling greater industry innovation. A common denominator in both these areas was seen to be existing provincial regulations, information resources, and advisory and interpretation services.

The Council recognizes that the government aspires to see the development of better performing buildings in areas such as environmental sustainability. This important policy goal will likely be met through a mix of government regulation and industry innovation. In addition to establishing the regulations, the government must ensure the regulatory environment facilitates this innovation.

This report provides recommendations which will support the government's goals in the built environment, by fostering a culture of innovation, more consistent and efficient standards enforcement, and the maintenance of public safety.

Overview

Ontario has an entrenched legacy system of municipal building plans review and inspections. Regulatory compliance is achieved through comprehensive prescriptive provincial standards for every type of building, together with strict local accountability for oversight, decision making, inspection and enforcement. The resulting control structure is inherently prone to some inconsistency because the code is locally applied and interpreted with varying degrees of skill, resources and attention. The local capacity for review and acceptance of innovative design

alternatives is significantly tempered by certain aspects of provincial regulation, limited resources, and legal liabilities.

The prescriptive compliance approach has become effectively building-coded in public and private sector DNA, and our design, regulation and construction systems have evolved accordingly. Our systems favour sticking to the norm. Minor equivalencies aside, systemic roadblocks exist to building design innovators irrespective of the enabling provisions contained in the regulations.

Under the current system of local enforcement, the government cannot escape the fact that it must expand and improve its management of the system to some degree if it wishes to see improvements in consistency, and more systemic support for innovation.

To effectively manage public risk while affording innovators and regulators some greater flexibility, policy solutions are recommended which build on current regulatory foundations. The role of the municipality should be sustained, to verify code compliance and oversee proper alternative solution procedure and filings, and collaborate and advise on alternative solutions where the capacity exists. The role of provincial authorities should be to more actively issue interpretations and authoritative alternative solution decisions, and to provide more expert resources and technical advice to municipalities and professionals.

One size does not fit all when it comes to facilitating innovators and introducing a measured amount of adaptability into building regulation. Small and large scale forms of variance and innovation require different responses. The maintenance of existing local control systems while adding new support systems, approval tools and municipal and provincial capacity will address this overall need.

Barriers to Alternative Solutions

An innovator today is likely to face undue delay and red tape in obtaining approval at the local building permit counter in Ontario.

There is an alternative solution mechanism in place for designers to use, which is only utilized in about one or two applications out of every thousand. The Building Code contains objectives and functional statements, and recognizes in general terms that performance based alternative solutions are an acceptable compliance strategy. Most Chief Building Officials work to the best of their abilities to apply some degree of flexibility in accepting building code equivalencies. The formal alternative solution compliance path for innovative designs, however, is rarely practiced.

Chief Building Officials receive all alternative solution proposals and are responsible for deciding whether to approve them. A 2011 survey of 20 Ontario Chief Building Officials provided opinions about what barriers may exist to this

alternative compliance path. This survey indicated that their support for building design innovation and acceptance of alternative solutions is affected by:

- Insufficient resource material or advice being readily available from the province on which to base significant alternative solution approval decisions. The objectives and functional statements contained in the code are typically broad generalities which are not useful in determining whether a unique proposal is acceptable
- Uncertainty over where the normal give and take of interpretation ends and alternative solutions begin, and about what code provisions can be legitimately varied
- Municipalities feel significantly constrained because of the obligations imposed on them by the *Act*, and joint and several liability laws. This creates a liability conscious culture in the local government, irrespective of whether significant risk can actually be attributed to CBO decisions
- The duty of care and standard for acceptance of alternative solutions imposed on Chief Building Officials is perceived to be very high
- The quality and lack of proper alternative solution documents filed by applicants
- Alternative solution documents may be seen as red tape or may not be readily forthcoming from applicants, leading to avoidance of the process
- Concerns that some designers are not sufficiently qualified or knowledgeable to determine an appropriate alternative solution
- The government has imposed demanding decision and permit issuance timelines, focusing Chief Building Officials on efficiency and reducing the capacity for design analysis
- Municipalities may not employ the necessary skill set to properly evaluate alternative designs
- Some Chief Building Officials may consider this a provincial responsibility, and defer alternative solution decisions to the Building Code Commission and Building Materials Evaluation Commission
- The amount of time and cost involved in review

No equivalent survey is available to confirm private sector barriers, however limitations on the use of alternative solutions may include:

- A lack of understanding about the approval processes available and their requirements
- Knowledge and practice limitations in design and building sector
- Lack of building code intent statements and limited availability of interpretations and advice to designers from the Buildings Branch
- A performance based proposal requires greater investment in design

- It introduces uncertainty and risk of delay in the building permit process. Despite any amount of professional documentation and best efforts, a solution may not be accepted by a local authority
- There can be different acceptance criteria and standards at any local level. Approval is neither uniform or predictable
- The local authority may not rule on the acceptability of the proposal until after construction documents are complete. This may interfere with tendering and scheduling
- Due to the additional costs incurred, municipalities may apply additional fees to alternative design review

Design consultants and local officials who do utilize this compliance strategy are afforded little in the way of practical provincial help. In the absence of further support systems and tools, it is unlikely that innovation will be greatly enabled and routinely authorized in the current regulatory environment.

The current system for enabling innovative designs is too administratively limited. There is too much reliance and pressure placed on municipalities, without the available capacity or expertise to play this role to the extent necessary to more widely facilitate innovation.

Recommendations

It may not be necessary to radically restructure Ontario's system of building regulation to provide greater support for innovation. The progressive strategy offering the least risk is to sustain the existing system of oversight, and provide alternatives and tools within existing systems. These measures should be developed to provide additional and more predictable approval mechanisms, to increase municipal empowerment, and to provide a greater provincial expert-body role than is practiced at present.

A smart-mix of measures is recommended which will improve consistency of interpretation, support greater public sector efficiency, and create a more favourable building code environment for innovators. The principal focus of these recommendations is:

- Support to designers and industry, through the provision of better provincially delivered information, resources and design decision tools, more timely availability of interpretations and rulings, and improved consistency of application and interpretations at the local level.
- Local decision-making support, through improved access to information and interpretations, and some liability and regulatory reform which will reduce pressure on local resources, and provide more capacity and flexibility for objective based compliance reviews without adding further enforcement costs.

Recommendation 1

Publish an alternative solution road map

- Mechanisms presently exist which have the capability to deliver approvals to innovators for alternative material, systems and designs. Part of the reason why these avenues are not frequently used may be due to a lack of understanding about what is available, and when and how it may be accessed.
- Information should be made available through an online portal, and principally targeted at the design and construction sectors, and should provide document templates, case study examples and success strategies.
- A document outlining existing pathways is appended to this report.

Recommendation 2

Introduce a comprehensive online information portal

- A centralized online portal containing comprehensive information about building code interpretation and design solutions will support more efficient, effective and consistent building regulation. It can play a crucial role in supporting designers and local officials in making informed decisions about sufficiency of compliance where alternative solutions are being considered.
- The portal should contain an alternative solution road map, up to date BCC and BMEC rulings, Ministry interpretations and opinions, regulations guidance, objective based decision making guidance, and related resources.
- The Ministry could provide support and encouragement to local officials maintaining a registry of locally accepted alternative solutions on their own organizational websites.
- Information currently provided on the provincial building code website is commonly out of date and not user friendly.

Recommendation 3

Increase and improve Branch advisory services

- The Ministry should play a much more active role in providing both authoritative and non-binding building code interpretations.
- Ministry advisory services to municipalities and industry have diminished significantly in quantity and quality. Written technical

advice, when it is now issued, appears to be unduly restricted for vague legal reasons, and often does not address the needs of industry or officials. Industry must generally rely on local officials to interpret the code to the best of their knowledge, resulting in inconsistencies between local jurisdictions.

- Non-binding written advice provided by the Branch about building code provisions can play an important role in bringing clarity to aid in more successful alternative designs and local decision making.
- Significant expertise is necessary to issue effective advice at this level. Sufficient resources, expertise, and journalistic independence must be applied to this function by the Ministry if it is to be delivered effectively.

Recommendation 4

Issue building code intent statements

- The province has authorized performance based designs but has not provided some of the basic design decision tools necessary to enable designers and officials to operate effectively.
- Descriptive intent and application statements have not been issued by the Ministry since the introduction of Ontario's objective based building code. This omission continues to limit alternative solution designs and approval decisions.
- The government should commission the production of an illustrated user's guide to the Ontario Building Code built along the lines of existing models such as the *Code and Construction Guide for Housing*, *mNBC Commentaries* or *NFPA Life Safety Code Handbook*, incorporating objective, functional, intent and application information.

Recommendation 5

Issue mandatory provincial forms for alternative solutions

- The issuance of a provincial alternative solutions application form which incorporates the documentation requirements in the building code will provide additional clarity about the process, promote more consistent and competent submissions to municipal officials, improve recordkeeping, and provide for disseminating information about approval decisions to others.
- The Ministry should strike a working group to develop this provincial form which includes OAA, PEO and Chief Building Official representatives.

Recommendation 6

Provide access to BCC decisions upstream of building permits

- Alternative solution validation should be made more accessible, consistent and predictable for designers.
- A designer is currently limited to engaging the local authority to obtain interpretations about the acceptability of a proposed design or alternative solution in the early planning stages of a project. The local authority may not necessarily be resourced or equipped to conduct the necessary technical analysis involved. Access to the provincial Building Code Commission generally requires that construction documents be completed, a permit application be filed and that there be a dispute between the applicant and Chief Building Official. This is too late in the process.
- Designers and local officials should be provided opportunity to seek a binding interpretation from the BCC, or other provincial body in the planning stages of a project.
- Where a designer engages the BCC, the Chief Building Official should be notified of the application and provided opportunity to comment, however the decision of the BCC would be binding on the eventual application.

Recommendation 7

Use Minister's Rulings to apply BCC decisions provincially Consider applying some local solutions through Minister's rulings

- Minister's rulings were specifically established to approve the use of alternative or innovative materials, systems or designs. This mechanism should be more actively employed.
- Minister's rulings should be utilized to effect province-wide application of some approval decisions by the Building Code Commission. BCC decisions establish sufficiency of compliance and, in some instances may be applied as a provincial binding interpretation on any application of a similar nature.
- BCC decision documents should be amended to incorporate a Commission recommendation about whether provincial adoption of the decision can be considered. Decisions containing this recommendation should be forwarded to the Ministry for consideration in a timely manner.
- Applicants receiving a favourable BCC decision that a proposal meets the technical requirements of the Building Code should be provided a

mechanism to request provincial application of the decision through a Minister's ruling.

- Properly documented alternative solutions submitted by designers and authorized by a local Chief Building Official could also be considered for provincial application through a Minister's Ruling, to reduce duplication of effort and streamline future approvals.

Recommendation 8

Provide authority for BCC to recommend code changes Provide capacity for BMEC to actively recommend changes

- The BCC appears well positioned to advise the Ministry about code provisions which are the subject of dispute and could, in their opinion, be amended to remove unnecessary restrictions to innovative solutions.
- The BMEC currently possess authority to make recommendations to the Minister, but capacity issues may be limiting this important function.

Recommendation 9

Address Buildings Branch resource needs

- The resource and operational needs of the Provincial Buildings Branch in providing expanded support, code development and advisory services to industry and municipal officials must be reassessed. A new funding model should be created, if necessary.
- Resources applied to the Buildings Branch in managing the overall system of building standards enforcement are a cost effective way of increasing municipal consistency, reducing pressure on local enforcement bodies, and reducing unnecessary red tape.
- Effective Branch operations are crucial to Ontario's construction industries and the Ministry's local enforcement partners. Buildings and their regulation are very large and complex undertakings involving very substantial capital investments and fees. Building construction value in Ontario's major centres is in the order of \$25 billion annually, and local permit fee collection is in the order of \$200 to \$250 million. Additional funding could, if necessary, be obtained through a nominal surcharge on existing building permit fees.

Recommendation 10

Restore the ability of CBO's to accept equivalents Modify alternative solution compliance language

- Chief Building Officials cannot be reasonably expected to operate in support of alternative solutions in a regulatory strait jacket. They should be provided the clear authority to accept design solutions which, in their opinion, demonstrate sufficiency of compliance.
- The repeal of the provision for equivalencies has removed some authority for routine decisions about low risk matters that are exercised in good faith to assist designers and industry. Chief Building Officials must be able to continue exercising some discretionary judgment in accepting minor variances without a lot of formalities, in certain circumstances.
- Provisions should be reintroduced which empower a Chief Building Official to accept equivalents where, in the opinion of the Chief Building Official, they achieve the level of performance required by the building code.
- In respect of alternative solutions, Chief Building Officials are arguably held to a difficult compliance test, in that they must verify that alternative solutions, in black and white, achieve the level of performance required by the building code. The truth is an innovative solution may be hard to validate.
- The BMEC is empowered and protected through legislative language that deems a design approved by it 'not to be a contravention' of the Building Code. The BCC is similarly empowered to determine the 'sufficiency of compliance' of design proposals.
- Accordingly, provisions should be incorporated into the *Building Code Act* which empower a Chief Building Official to accept equivalents and alternative solutions where they contain the prescribed information, and, in the opinion of the Chief Building Official, they sufficiently comply with the objectives of the building code.

Recommendation 11

Decrease building code regulation of minor projects

- Municipalities are bogged down due to provincially mandated code enforcement on every project, including very minor and low risk private residential work. In order to build the necessary capacity to attend to an expanding building code and innovative construction without increasing public sector costs, there must be a willingness to

reduce or phase out some existing practices to relieve pressures on local authorities.

- Building code application to very minor work places unnecessary and unrealistic regulatory and liability cost burdens on municipalities. Some building code subtraction in areas of more limited public interest will facilitate more discriminating, cost efficient and effective enforcement strategies overall. In fact, building code enforcement of minor projects is inconsistent as it is in any event, with no significant consequences.
- The Ministry should reassess the existing *Building Code Act* threshold which triggers municipal building code enforcement obligations, and the associated public costs and liabilities. Developments which could be exempted from building code regulation may include:
 - private residential accessory buildings less than 55m² *not* incorporating living space, such as garages, carports, garden sheds and gazebos
 - minor residential alterations where the occupancy classification is not changed
 - decks, porches, and similar ancillary structures
 - agricultural buildings and greenhouses
 - storage buildings, buildings housing mechanical equipment and other buildings not occupied by people
 - temporary tents
- Municipalities should be empowered to continue to apply planning permits or zoning certificates to these works, to enforce municipal rules through property standards administration, however the requirement for a municipality to engage qualified officials to enforce the building code would not apply. Municipalities may continue to supply standard details of common construction methods, to support good practice.
- A comprehensive review of the building code should be undertaken to remove regulations that are commonly varied, not enforceable or where they are not crucial to meeting long term needs. Some examples may include room size requirements, window size requirements that are not related to safety, and climbing prevention requirements for guards.

Recommendation 12

Amend mandatory housing inspection requirements

- A good deal of municipal capacity is employed conducting routine house inspections. Over the past decade, the province has entrenched housing inspection bureaucracy through mandatory site visits and service timeframes in the building code. This degree of administrative micromanagement presents a barrier to a municipality reallocating resources to deliver services more cost effectively.
- The most efficient and effective enforcement is agile and discriminating. Some flexibility must be available to apply limited municipal resources to areas of greatest need and effect. Rather than being bound to mandatory routines on every wood frame house, it should be the Chief Building Official's prerogative to apply a quality control perspective, emphasize high risk areas, and apply resources to emerging needs.

Recommendation 13

Address municipal liabilities

- The application of joint and several liability laws to cases of building construction loss exposes municipalities to large and unreasonable cost judgments. These losses are impossible to manage or control, and can be disproportionate to municipal responsibilities in regulating the construction. Legal reform is necessary to apply more proportionate liability to municipalities in cases of alleged building construction losses.
- The Council supports reform recommendations being put forward by the Association of Municipalities of Ontario on this subject.

Recommendation 14

Mandate professional liability insurance for engineers

- There is no regulatory requirement that an individual professional engineer carry professional liability insurance in Ontario in every instance. This insurance gap can undermine reliance on professional design, and may reinforce municipal beliefs that engineering decisions must be scrutinized because of their own liability position. This results in some redundancy, inefficiency and lack of clarity in terms of professional responsibility for making design decisions, to some extent.

- Mandatory liability insurance is necessary for municipalities to be able to more comprehensively rely on professional engineering opinions about their innovative design proposals.

Recommendation 15

Implement mandatory professional design coordination roles

- The implementation of a mandatory co-ordinating professional is necessary to bridge gaps in professional oversight of building design and construction, and to improve compliance in complex areas such as energy efficiency design. This requirement has been introduced for selected parts of building design in other jurisdictions.
- The government should collaborate with the professional associations to implement this as a mandatory Building Code requirement for buildings requiring professional design.
- More comprehensive regulatory requirements for professional coordination and oversight will foster greater municipal confidence and reliance on professionally designed alternative solutions. The National Building Code has recognized this and includes provisions that a single person be engaged to coordinate and document the different aspects of a design solution involving more than one designer.

Transition and Future Study

Wider and more in-depth consultations will be necessary to calibrate the government's response to the directions outlined in this report, and to establish the details of the final framework. The Building Advisory Council could be employed as an important resource to the Ministry as this initiative progresses.

During the course of this study, the Council considered other recommendations for building a regulatory environment more favourable to innovators. Mechanisms for building private sector capacity and regulatory competency through the use of Registered Code Agents and professional code specialists were developed but were not supported by the Council as a whole. Ontario adopted provisions that would have led to greater participation by qualified private inspection agents in 2004, but repealed them prior to implementation due to concerns about conflict of interest.

Over the longer term, the Ministry may have to move some degree out of its present comfort zone to realize more significant progress in facilitating building industry innovation through regulatory initiative and a reduction in red tape. Two focus areas for future study may include:

1. Strategies for increasing public sector efficiency – doing more with less – by reducing duplication and overlap in service deliveries, and
2. Strategies for instituting private sector involvement in compliance verification.

In terms of first steps, an opportunity for substantial efficiency improvement likely exists in new house construction under Ontario's warranty program. The existing bureaucracy includes an overlapping network of actors and mandatory control systems, including designer qualification and restrictions, builder registration, house warranty enrolment, and local government plans review, inspections and occupancy permitting. The system has divided (and sometimes disputed) responsibilities. One might reasonably expect that significant economies of scale are to be had with a more robust system of Tarion administered builder qualification, registration and insurance, and by allowing Tarion regulated builders to engage Registered Code Agencies to verify that code compliance is built into their designs. This realignment of responsibilities would eliminate production housing application bottlenecks, and substantially reduce or eliminate the need for municipal plans review and inspection on every house in this class.

Construction innovation, engineered fabrication methods and overall complexity of the building enterprise will eventually mean that governments can no longer operate as a monopoly in safeguarding the public. The introduction of progressively more challenging energy performance standards is increasing the importance of coordinating building design and supervising construction. Municipalities may not have the capacity or characteristics to assure compliance very effectively on the scale and level of detail that may become necessary on many projects. New collaboration models involving professional and private inspection partnerships will be necessary. A state of controlled trust must eventually replace distrust as the policy driver, in terms of relations between government, industry and its citizens.¹

Our building regulatory system is focused too much on bureaucratic process and doing things the *right way*. Over time, our building control systems should evolve more towards quality control effectiveness and doing the *right things*.

1. "Challenges and Solutions in the Public Sector"; Deloitte Global Services Ltd.; 2012

Council Membership & Direction 3

Council Members

The BAC Terms of Reference calls for representation on BAC from the key stakeholder groups affected by building construction including the municipal, design, building, and consumer sectors.

Specific organizations in these sectors were invited to nominate individuals to sit as members. These organizations were asked to nominate at least two individuals, one of whom would be selected to sit on the Council. In accordance with the Terms of Reference, members were appointed by the Minister.

Each organization has only one designate on BAC, who will ensure that the organization's views are provided to BAC and BAC's considerations are communicated to the nominating organization. Current Council membership is as follows:

Organization	Member
Ontario Society of Professional Engineers	Danny Young (Co-Chair)
Toronto Area Chief Building Officials	Tim Moore (Co-Chair)
Association of Architectural Technologists of Ontario	<i>Member to be confirmed</i> Interim Representative: John Culmone
Association of Municipalities of Ontario	Roy Hardy
Association of Registered Interior Designers of Ontario	Lynn McGregor
Consumers Council of Canada	Michael Lio
Building Industry and Land Development Association	Bernie Torchia
Large Municipalities Chief Building Officials	Ann Borooh
Ontario Association of Architects	Allan Larden
Ontario Association of Certified Engineering Technicians and Technologists	George Evans
Ontario General Contractors Association	Clive Thurston
Ontario Home Builders Association	<i>Member to be confirmed</i> Interim Representative: Andy Oding

Ontario Plumbing Inspectors Association	Dan Devlin
Professional Engineers Ontario	Chris Roney
Residential Construction Council of Central Ontario	Michael Steele
Ontario Building Officials Association	Ray Hachigian
Council of Ontario Construction Associations	Derek Smith
Consulting Engineers of Ontario	Dan Templeton
Office of the Fire Marshal	Krystyna Paterson

At its October and December 2011 meetings, the Council recommended the following changes to its terms of reference:

- That additional stakeholder representation from the development industry be considered
- That a term of membership be established, with a regular cycle of renewal to confirm continuance of existing members or the appointment of new representatives
- That member organizations have the ability to nominate a specific person to the Council, as opposed to being required to supply at least two names for consideration
- That member organizations be permitted to name an alternate delegate to attend and represent the organization as a fully participating member at any meeting

Council Direction in 2012/13

Subject to further Ministry direction and definition, the Council intends to include applicable law and prior clearances in its 2012 review work plan. Council members are of the view that greater input from the Ministry into setting the Council's agenda would be valuable in focusing its review and reporting efforts going forward.

Appendix

Existing building innovation pathways (Recommendation 1)

January, 2012

Building Innovation “Roadmap”

The building regulatory system provides the building industry, designers and manufacturers with several ways to obtain approval for innovative or alternative building designs, systems, or materials.

Different approval pathways will be appropriate for different circumstances.

The potential innovation pathways may involve the municipal building department, the Ministry, the Building Code Commission, the Building Materials Evaluation Commission or the Canadian Construction Materials Centre.

All of the pathways outlined below are enabled under the *Building Code Act, 1992* and the Building Code.

Ministry staff in the Building Innovation Section, of the Building and Development Branch, are available to provide additional information regarding the several building innovation tracks outlined below.

Overview of Current Building Innovation and Interpretation Pathways

Innovation and Interpretation Pathways	Type of Approval/Decision	Approval body	Scope	Cost	Time-frame
A. Apply to your municipality:					
1. “Alternative solution” approved by municipality	Building permit based on approval of alternative solution	CBO or RCA	Case-specific.	Some municipalities have extra fee.	Permit review may be subject to timeframes.
2. Acceptable structural solutions approved by municipality	Building permit based on approval of acceptable solution under Part 4 based on loading test (4.1.1.4. - Div. B)	CBO or RCA	Case-specific	Based on building permit fee.	Permit review may be subject to timeframes.
3. Renovation of existing building under “Part 11”	More flexible provisions of Part 11 in the Building Code “Renovation” applies to the construction of existing buildings or parts of existing buildings that have been in existence for at least 5 years.	CBO or RCA	Existing buildings	Based on building permit fee	Permit review may be subject to timeframes.
B. Apply to the Ministry of Municipal Affairs and Housing:					
4. Building Code Commission (BCC) Ruling	Ruling on disputes between applicant for building permit, holder of building permit or person who has received an Order and a Chief Building Official regarding sufficiency of compliance with the technical requirements of the Building Code.	BCC	Case-specific.	No fee	6–8 weeks
5. Building Materials Evaluation Commission (BMEC) authorization	Approval of innovative building design, system, or material	BMEC	Province-wide.	\$950 or \$1073.50 (with HST)	4 to 6 months
6. Minister’s Ruling to approve CCMC evaluation report	Minister’s ruling with conditions as necessary, (including termination), approving use of innovative building material, system or building design evaluated by CCMC	Minister or delegate	Province-wide	No fee. CCMC has fee.	30 -45 days
7. Minister’s Ruling updating a standard	Minister’s ruling, with conditions as necessary, that updates a standard already referenced in Building Code	Minister or delegate	Province-wide	No fee	Varies
8. Minister’s Ruling based on BCC sufficiency of compliance decision	Minister’s ruling, with conditions as necessary, approving use of alternative material, system or building design, consistent with sufficiency of compliance decision of BCC.	Minister or delegate	Province-wide	No fee	90 day target
9. Minister’s Ruling based on innovations in other province	Minister’s ruling, with conditions as necessary, approving use of an alternative material, system or building design, consistent with provincial approval in other province	Minister or delegate	Province-wide	No fee	90 day target
10. Minister’s Ruling approving revision to NBC or NPC	Minister’s ruling, with conditions as necessary, approving the use of an alternative material, system or building design, consistent with revision to NBC, NPC.	Minister or delegate	Province-wide	No fee	90 day target
11. Binding Interpretations by the Minister	Written Interpretation of any provision of the Building Code which is binding on all municipalities	Minister or delegate	Province-wide	No fee	No timeframe established
12. Branch Advice/Opinions	Branch advice or opinions may be in writing and are not binding on municipalities.	Branch	Case specific	No fee	Varies
13. New “acceptable solution” through Code amendment	New Building Code regulation that codifies an alternative solution as a new acceptable solution.	Cabinet	Province-wide	No fee	Varies

Additional Information on Current Building Innovation and Interpretation Pathways

A. Apply to your municipality:

1. Alternative Solution approved by municipality

The objective based building code, under Clause 1.2.1.1.(1), Division A, provides two ways to comply with the Building Code:

- a) compliance with acceptable solutions in Division B (Parts 3 to 12) or
- b) through an alternative solution where a design differs from the acceptable solution in Division B.

Alternative solutions must achieve the level of performance required by the applicable acceptable solutions in respect of the “objectives” and “functional statements” attributed to the applicable acceptable solution.

The person proposing the alternative solution must provide the municipality with documentation that:

- a) identifies the applicable objectives, functional statements and acceptable solutions, and
- b) establishes on the basis of past performance, tests described in Article 2.1.1.2., or other evaluation that the proposed alternative solution will achieve the level of performance required under Article 1.2.1.1. of Division A.

The documentation described above shall include information about the relevant assumptions, limiting or restricting factors, testing procedures, studies or building performance parameters, including any commissioning, operational or maintenance requirements.

Where there are no published test methods to establish the suitability of an alternative solution, then the tests used shall be designed to simulate or exceed anticipated service conditions or shall be designed to compare the performance of the material or system with a similar material or system that is known to be acceptable.

The results of tests or evaluations based on test standards other than as described in the Building Code, may be used for the purpose of providing the required documentation if the alternative test standards provide comparable results.

Municipal alternative solutions are approved by the CBO or registered code agency (RCA) and are case-specific.

Key legislative and regulatory references: Section 1.2., Division A, Section 2.1., Division C

2. Acceptable structural solutions approved by municipality

As noted above the Building Code provides two compliance paths.

Under Section 4.1.1.4. (Division B) of the Building Code “Design Basis” allows for design that is not amendable to analysis using a generally accepted theory if the design is carried out by a person especially qualified in the specific methods applied, and provided that the design demonstrates a level of safety and performance that is in accordance with requirements in Part 4 applied to buildings and their structural components.

As discussed in more detail in the Appendix note, sentence 4.1.1.4.(2), Division B, provides for the use of design methods not specified in Part 4 (Division B) of the Building Code, including full-scale testing and model analogues.

This provision is usually used to permit the acceptance of newer and innovative structures or to permit the acceptance of model tests such as those to determine structural behaviour, or snow or wind loads. Sentence 4.1.1.4(2) specifically requires that the level of safety and performance be at least equivalent to that provided by design in Part 4 and requires that loads and designs conform to Part 4.

It is important to note that sentence 4.1.1.4.(2), Division B, and the provision for alternative solutions under clause 1.2.1.1.(1)(b) of Division A, are not intended to allow structural design using design standards other than those listed in Part 4.

The acceptance of structures that have been designed to other design standards would require the designer to prove to the appropriate authority that the structure provides the level of safety and performance required by clause 1.2.1.1.(1)(b) of Division A. The equivalence of safety and performance can only be established by analyzing the structure for the loads and load factors set out in Section 4.1., and by demonstrating that the structure at least meets the requirements of the design standards listed in Sections 4.3. and 4.4.

Acceptable solutions are approved by the CBO or a registered code agency (RCA).

Key legislative and regulatory references: Section 1.2., Division A, Section 2.1., Division C

3. Renovation of Existing Buildings Under Part 11 of the Building Code “Renovation”

The Building Code provides greater flexibility in the case of existing buildings or parts of existing buildings that are at least 5 years old.

The renovation provisions recognize that it may not be practical to apply the Building Code to older buildings.

The building renovation provisions under Part 11 provide a series of compliance alternatives to Part 3 and Part 9 of the Building Code.

Key legislative and regulatory references: Article 1.1.2.6, Division A, Part 1, and Part 11, Division B.

B. Apply to Ministry of Municipal Affairs and Housing:

4. Building Code Commission (BCC) Ruling

Building Code Commission (BCC) is an adjudicative tribunal, authorized under the Building Code Act.

The BCC is empowered to resolve disputes between an applicant for a building permit, the holder of a permit or someone who has received an order and the Chief Building Official regarding sufficiency of compliance with the technical requirements of the Building Code.

Parties to the BCC are typically builders, developers, architects, engineers, etc. as applicants and municipal plan reviewers, building inspectors, registered code agencies (RCAs) and health officials as respondents.

The BCC may substitute its opinion regarding sufficiency of compliance for that of the Chief Building Official. A BCC decision is final, and BCC rulings are case-specific.

An alternative solution proposal that has not been approved by the municipality may be appealed to the BCC for a ruling on the sufficiency of compliance with the technical requirements of the Building Code. It is incumbent upon the Applicant to provide sufficient technical support to enable the BCC to make a determination.

Key legislative and regulatory references: Section 24.(1) of the Building Code Act, 1992, Section .2.2 of Division C of the Code

5. Building Materials Evaluation Commission (BMEC) approval

The Building Materials Evaluation Commission (BMEC) is a regulatory agency authorized under the *Building Code Act, 1992* (BCA).

The BMEC has a mandate to:

- a) Conduct research on, and examine, construction materials, systems and building designs or cause such research to be conducted;
- b) Upon application to the BMEC, the Commission may authorize the use of any innovative material, system or building design in respect to any building or part of a building, subject to any conditions that may be set out by the BMEC; and
- c) Make recommendations to the Minister regarding changes to the Act or the building code

The BMEC may review materials, systems or building designs: not regulated by the Building Code; and those materials, systems or building designs that the Canadian Construction Materials Centre (CCMC) has not "expressed an interest in".

The use of any innovative material, system or building design in the manner approved by the BMEC is deemed not to be a contravention of the Building Code. BMEC approvals are valid only in Ontario.

The BMEC is an evaluation body, not a testing agency, there is an expectation that all testing that supports the request for evaluation has been performed before the application is made.

It is the Applicant's responsibility to demonstrate that the materials, systems or building designs being requested for approval perform as well as, or better than, those materials, systems or building designs required by Building Code.

An applicant for authorization under the BMEC must be in a position to exercise control over the quality of the product submitted for evaluation or over its distribution in Ontario. Only manufacturers or their authorized agents are eligible to apply to the BMEC as the BMEC requires quality control assurances. The designer of a system or building design may be considered to be a manufacturer.

The BMEC will look to the Building Code for benchmarks for minimum health and safety standards.

Key legislative and regulatory references: S. 28. (4) of the Building Code Act, 1992, outlines the "Powers and Duties" of the Building Materials Evaluation Commission (BMEC), and Section 2.3, Division C, Part 2

6. Minister's Ruling to approve CCMC evaluation.

The *Building Code Act, 1992*, gives the Minister the authority to make rulings, subject to such conditions that the Minister considers appropriate.

This authority includes the authority to make rulings approving the use of materials, systems or building designs that were evaluated by a materials evaluation body designated in the Building Code.

Currently the only evaluation body designated in the Building Code is the Canadian Construction Materials Centre (CCMC), located in Ottawa and affiliated with the National Research Council of Canada (NRC).

The CCMC is a testing agency and will write a "Technical Guideline"... similar to a standard, for the testing of the innovative product, results of which are captured in an "Evaluation Report".

CCMC approvals are valid for most Canadian provinces, however a CCMC Evaluation Report has no standing in Ontario without a Minister's Ruling. The dates referenced on the CCMC Evaluation Report (i.e. issued, revised, and re-evaluated) must match those dates referenced in the Ruling.

However, not all CCMC Evaluation Reports require Rulings for example, if the federally tested product is already regulated by Building Code.

The *Building Code Act, 1992* under 29(7), provides that where there is a conflict between an authorization of the BMEC and a Minister's Ruling, the Ruling prevails. Therefore, if, for example, a manufacturer has 2 approvals for the same product: a BMEC authorization and a Ruling to approve a CCMC evaluation, the ruling approving the CCMC evaluation prevails.

Key legislative and regulatory references: Section 29 of the Act, "Rulings by the Minister", Building Code Section 2.4 (Division C, Part 2).

7. Minister's Ruling updating a standard etc.

As noted above, the *Building Code Act, 1992*, gives the Minister the authority to make rulings, subject to such conditions that the Minister considers appropriate.

Under this provision of the Act the Minister may make rulings to “adopt an amendment to the Code, formula, standard or guideline, protocol or procedure that has been adopted by reference in the Building Code.”

The Minister's Ruling provision therefore applies only to the adoption of a standard or guideline, etc., that is an update of an existing standard or guideline.

This Minister's Ruling provision can support innovation by updating an out of date standard and referencing a more current standard that enables the use of an innovative building material, system or design.

Key legislative and regulatory references: Section 29 of the Act, Rulings by the Minister, Building Code Section 2.4 (Division C, Part 2).

8. Minister's Ruling based on BCC sufficiency of compliance decision.

As noted earlier, the *Building Code Act, 1992*, gives the Minister the authority to make rulings, subject to such conditions that the Minister considers appropriate.

The Act, under 29(1)(c), gives the Minister the authority to make rulings approving the use of an alternative material, system and building design, which in the opinion of the Minister, will achieve the level of performance required by the Building Code.

Under the Building Code, the Minister may make a Ruling will achieve the level of performance required under the Code and that is consistent with a decision of the Building Code Commission in respect of a dispute regarding sufficiency of compliance with the technical requirements of the Building Code.

As noted above, Minister's Rulings based on a BCC sufficiency of compliance decision could be subject to such conditions that the Minister considers appropriate.

A Minister's ruling based on a BCC sufficiency of compliance decision could apply province-wide.

No Minister's Rulings have been issued to date based on a BCC sufficiency of compliance decision.

Key legislative and regulatory references: Section 29 of the Act, Rulings by the Minister, and section 2.4. (Division C) of the Building Code

9. Minister's Ruling based on innovation approval in another province

As noted earlier, the *Building Code Act, 1992*, gives the Minister the authority to make rulings, subject to such conditions that the Minister considers appropriate.

The Act, under 29(1)(c), gives the Minister the authority to make rulings approving the use of an alternative material, system and building design, which in the opinion of the Minister, will achieve the level of performance required by the Building Code.

Under the Building Code, the Minister may make a Ruling that will achieve the level of performance required under the Code and that is consistent with an approval of the use of the material, system or building design in the whole of another province or territory in accordance with the law of that province or territory.

Under this provision, the Minister can make a Ruling that is consistent with an approval by a body similar to the BMEC, subject to such conditions that the Minister considers appropriate.

A Minister's ruling as described above, could apply province-wide.

Key legislative and regulatory references: Section 29 of the Act, Rulings by the Minister, and section 2.4. (Division C) of the Building Code.

10. Minister's Ruling approving a revision to the NBC, NPC

As noted earlier, the *Building Code Act, 1992*, gives the Minister the authority to make rulings, subject to such conditions that the Minister considers appropriate.

The Act, under 29(1)(c), gives the Minister the authority to make rulings approving the use of an alternative material, system and building design, which in the opinion of the Minister, will achieve the level of performance required by the Building Code and is consistent with a revision of the revision of the National Building Code (NBC) or the National Plumbing Code (NPC).

This allows Minister's Rulings to take into account updates to the mNBC or mNPC that have not yet been reflected in the Building Code but which the Minister's Ruling wants to take into account.

Key legislative and regulatory references: Section 29 of the Act, Rulings by the Minister, and Section 2.4.(Division C) of the Building Code..

11. Binding Interpretations by the Minister

The *Building Code Act, 1992* empowers the Minister to issue a written interpretation of any provision of the Building Code.

A Minister's Binding Interpretation is binding on any person exercising a power or performing a duty under the *Building Code Act, 1992.*, Therefore Minister's binding interpretations are binding on municipalities and others, and apply province-wide.

Binding interpretations are intended to provide clarity and to ensure consistent application of provisions across the province.

These interpretations are required to be made available to the public by posting the interpretation on the Building Code website, and by providing a written copy of the interpretation on receipt of a request for it.

Minister's binding interpretations are not regulations.

To date no binding Minister's interpretations have been issued.

Key legislative and regulatory references: Section 28.1 of the Act, and Section 2.4.3 (Division C) of the Building Code.

12. Branch Advice/Opinions

The Branch provides non-binding advice to municipalities on the provisions of the Building Code, both technical and administrative.

This advice can be either verbal or written.

Key legislative and regulatory references: Section 28.1 of the Act, and Section 2.4.2. (Division C) of the Building Code.

13. New “acceptable solutions’ through Code amendment

The objective based building code, under Clause 1.2.1.1(1), Division A, provides two ways to comply with the Building Code:

- a) compliance with acceptable solutions in Division B (Parts 3 to 12) or
- b) through an alternative solution where a design differs from the acceptable solution in Division B.

Alternative solutions must achieve the level of performance required by the applicable acceptable solutions in respect of the “objectives” and “functional statements” attributed to the applicable acceptable solution.

New acceptable solutions that meet the performance level of the existing acceptable solutions with respect to the relevant objectives and functional statements, can be added to the existing acceptable solutions under Division B of the Building Code.

The intent of the objective based code was that new acceptable solutions would be included in Division B as necessary.

The Building Code provides for a structured code development and consultation process to add new acceptable solutions. Examples of recent acceptable solutions include those involving light steel frame construction and Insulated concrete forming systems (ICF) under Part 9, of Division B.

Extract from PEO's Submission to the Elliot Lake Policy Roundtable

From Page 24

RESPONSES TO QUESTIONS NOT PREVIOUSLY ADDRESSED BY PEO

A.) Question 1:

- 1.) Should the term 'prime consultant' be defined and the roles and responsibilities clearly enunciated?"

PEO is supportive of better definition of roles and responsibilities among those involved in construction, renovation or alteration of structures. Accordingly, PEO supports amendment of the Ontario *Building Code* to provide that the owner of a structure must name a "prime consultant" in the application for a building permit. The details of the obligations and responsibilities of the named "prime consultant" should be specified in the Ontario *Building Code*.

This document is available at PEO's website

http://www.peo.on.ca/index.php/ci_id/27334/la_id/1.htm

CANADIAN ENGINEERING ACCREDITATION BOARD (CEAB) - ACCREDITATION DECISIONS

Purpose:

To approve the list of academic programs that have been accredited (by CEAB) and that meet the intent of Section 33.(1) 1.i. of the Regulations.

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

That Council approve the list of academic programs as presented to the meeting at C-509-2.13, Appendix A, that have been accredited (by CEAB) and that meet the intent of Section 33.(1) 1.i. of the Regulations.

Prepared by: Michael R. Price, P.Eng., Deputy Registrar, Licensing and Registration

Sponsor: Bob Dony, P.Eng., President-Elect

1. Need for PEO Action

At the November 2007 Council meeting, Council passed the following motion regarding the Licensing Process Task Force (LPTF) Implementation Plan:

That the Registrar, in consultation with the Licensing Process Task Force, be authorized to prepare an implementation plan for the above recommendations as approved by Council, and to finalize the necessary amendments to the Regulations, for approval by Council.

Item A1.1 of the LPTF Implementation Plan states as follows:

That Council approve annually, or more often if required, the list of academic programs that are accredited (by CEAB) and that meet the intent of Section 33.(1) 1. i. of the Regulations.

2. Proposed Action / Recommendation

That Council approve the list of Ontario University engineering academic programs that were accredited by CEAB during the 2015-2016 Academic year (Appendix A).

3. Next Steps

PEO licensing applicants that have graduated from the CEAB accredited programs will be deemed to meet PEO's academic requirements for licensure.

4. Peer Review & Process Followed

Council Identified Review	<ul style="list-style-type: none">• Not applicable
Actual Motion Review	<ul style="list-style-type: none">• Canadian Engineering Accreditation Board

5. Appendices

- Appendix A – List of academic programs that are accredited (by CEAB)

CEAB ACCREDITATION VISIT AND GENERAL VISITOR REQUEST LOG
2015-2016 Academic Year

C-509-2.13 - APPENDIX A

UNIVERSITY AND DATE OF VISIT	PROGRAM(S) TO BE VISITED	DEAN / DESIGNATED OFFICIAL	REQUEST RECEIVED DATE (mm/dd/yr)	CONSENT LETTER DATE SENT (mm/dd/yr)	GENERAL VISITOR		ACCREDITATION AWARDED OR EXTENDED	
					IDENTIFIED	ACCEPTED BY DEAN	YES	NO
McMaster University November 22, 23, 24	Chemical Engineering Civil Engineering Computer Engineering Electrical Engineering Electrical & Biomedical Engineering Engineering Physics Mechanical Engineering Software Engineering Chemical Engineering & Bioengineering Materials Engineering Mechatronics	Dr. Kenneth Coley, P.Eng McMaster University	5/8/2015	6/4/2015	Colin Cantlie, P.Eng Tahir Shafiq, P.Eng	6/14/2015	x x x x x x x x x x x	
York University January 24, 25, and 26 or January 31, February 1 and 2	Computer Engineering Space Engineering Geomatics Engineering Software Engineering	Dr. Richard Hornsey, P.Eng Vice Dean Lassonde School of Engineering	5/8/2015	6/4/2015	Changiz Sadr, P.Eng	6/15/2015	x x x x	
University of Ontario Institute of Technology February 28, 29 and March 1	Manufacturing Engineering Nuclear Engineering	Dr. Tarlochan Sidhu CEng., P.Eng	5/8/2015	6/4/2015	Galal Abdelmessih, P. Eng	6/10/2015	x x	

CANADIAN ENGINEERING ACCREDITATION BOARD (CEAB) – General Visitors and CEAB Accreditation Agent Reconfirmation

Purpose:

To receive the PEO General Visitors Status Log Report for Canadian Engineering Accreditation Board (CEAB) accreditation visits to Ontario University Undergraduate engineering programs and to reconfirm CEAB as PEO's accreditation agent for undergraduate engineering programs for the 2016-2017 academic year.

Motions to approve (requires a simple majority of votes cast to carry)

That Council:

- a) **receive the Canadian Engineering Accreditation Board (CEAB) General Visitors Status Log Report, as presented to the meeting at C-509-2.14, Appendix B; and**
- b) **reconfirm the authority of CEAB to act as PEO's accreditation agent for undergraduate engineering programs for 2016-2017 based on the CEAB Accreditation Criteria as approved at the September 2016 Engineers Canada Board Meeting**

Prepared by: Michael R. Price, P.Eng., Deputy Registrar, Licensing and Registration

Motion sponsor: Bob Dony, P.Eng., President-Elect

1. Need for PEO Action

This briefing note provides a report on accreditation visits to which PEO has consented, including the appointment of suitable General Visitors for the CEAB visiting teams for the 2016-2017 academic year.

In addition, PEO Council is being requested to reconfirm the authority of the CEAB to act as PEO's accreditation agent for undergraduate engineering programs for the 2016-2017 academic year in accordance with PEO Council's previous motions.

2. Recommendation, Rationale and Expected Outcomes

It is recommended that Council receives the General Visitor appointments as set out in the attached General Visitors Status Log Report (Appendix B) and based on the CEAB Accreditation Criteria approved at the September 2016 Engineers Canada Board Meeting PEO Council reconfirms the authority of the CEAB to act as PEO's accreditation agent for undergraduate engineering programs for the ensuing year.

3. Next Steps (if motions approved)

- The CEAB will be advised of Council's decisions.
- Engineers Canada, of which CEAB is a sub-board, assumes responsibility for providing complete logistics and support to the General Visitors. Engineers Canada will then provide PEO with the outcomes of any accreditation decision. Council will be advised on CEAB Accreditation decisions at a future Council meeting.

4. Appendices

- Appendix A – Current Policy regarding General Accreditation Visits
- Appendix B – General Visitors Status Log Report

Appendix A - Current Policy regarding General Accreditation Visits

Excerpt from November 14-15, 2002 Council Meeting, Agenda Item 16.

1. *That PEO give prior consent in writing to each CEAB visit of an engineering program in Ontario and appoint a suitable General Visitor to the CEAB visiting team, and that this authority be delegated to the Registrar who shall report on such consents and appointments at the subsequent meeting of Council, and shall report to Council the accreditation decision when it is finalized.*
2. *That on the refusal of the CEAB to accredit an Ontario engineering program, the Registrar be tasked to determine how the graduates of that program will be assessed against PEO's academic requirements, and that this determination be communicated by the Registrar to Council, to the other provincial/territorial associations, and to the engineering school in question.*
3. *That on the recommendation of the Registrar, PEO Council reconfirm annually the authority of the CEAB to act as PEO's accreditation agent for undergraduate engineering programs in accordance with PEO Council's November 14-15, 2002 motions.*
4. *That PEO require the CEAB to report all of its accreditation decisions to all of the provincial/territorial associations across Canada by simultaneous copies of the letters advising the engineering schools of those decisions."*

CEAB ACCREDITATION VISIT AND GENERAL VISITOR REQUEST LOG
2016-2017 Academic Year

C-509-2.14 - APPENDIX B

UNIVERSITY AND DATE OF VISIT	PROGRAM(S) TO BE VISITED	DEAN / DESIGNATED OFFICIAL	REQUEST RECEIVED DATE (mm/dd/yr)	CONSENT LETTER DATE SENT (mm/dd/yr)	GENERAL VISITOR		ACCREDITATION AWARDED OR EXTENDED	
					IDENTIFIED	ACCEPTED BY DEAN	YES	NO
					Conestoga College Institute of Technology February 26, 27 and 28, 2017	Electronic Systems Engineering	Dr. Julia Biedermann	10/28/2015
University of Western Ontario January 22, 23, 24, 2017	Mechatronic Systems Engineering	Dr. F. Michael Bartlett, P.Eng	10/21/2015	5/27/2016	Dr. Santosh Gupta	5/30/2016		
York University January 22, 23, 24, 2016	Electrical Engineering	Dr. Richard Hornsey, Vice Dean	10/30/2015	5/27/2016	Marta Ecsedi	6/6/2016		

PEO ANNUAL COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

Purpose: To approve changes to Sections 2, 4 and 5 of the 2016 Membership Roster and approve the 2017 PEO Annual Committees and Task Forces Membership Roster.

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

1. That Council approve changes to the 2016 PEO Annual Committees and Task Forces Membership Roster as presented at C-509-2.15, Appendix A.
2. That Council approve the 2017 PEO Annual Committees and Task Forces Membership Roster as presented at C-509-2.15, Appendix B.

Prepared by: Fern Gonçalves, CHRP, Director People Development

Moved by: Councillor Bellini, P.Eng.

1. Need for PEO Action

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

Appendix A sets out changes to the Sections 2 (Other Committees Reporting to Council), 4 (Task Forces) and 5 (External Appointments) of the current Roster such as election of Chairs/Vice Chairs, resignations, re-appointment, appointments of new members for a one-year term.

Appendix B is the *2017 Committees and Task Forces Membership Roster* that requires Council approval at this time.

2. Proposed Action / Recommendation

Approve the changes to Sections 2, 4, and 5 of the *2016 PEO Committees and Task Forces Membership Roster* and approve the *2017 PEO Committees and Task Forces Membership Roster* per the Committees and Task Forces Policy, Role of Council (Item 4).

3. Next Steps (if motion approved)

- a. If approved, the newly appointed and re-appointed members will be notified accordingly. Members who are retiring from a committee/task force in 2017 shall continue their service until the end of December 2016.
- b. The approved *2017 Committee and Task Force Membership Roster* will be posted on PEO's website.

4. Peer Review & Process Followed

Process Followed	Committees and Task Forces Policy – Role of Council Item 4: Approve the annual roster of committee members.
Actual Motion Review	The HRC reviewed the changes to the Committees and Task Forces Membership Roster at its meetings on September 7, 2016 and on November 17, 2016.

5. Appendices

- Appendix A – Changes to Sections 2, 4, and 5 of the 2016 Annual Committees and Task Forces Membership Roster.
- Appendix B – 2017 PEO Annual Committees and Task Forces Membership Roster.

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

509th Council Meeting

New appointments:

First/Last Name	Service	Committee / Task Force [listed alphabetically]
Ewald Kuczera, P.Eng.	November 2016 – AGM 2017	Complaints Committee (COC) member
Richard Kamo, P.Eng.	October 21, 2016 – December 31, 2017	Consulting Engineer Designation Committee (CEDC) – Northern subcommittee member
Donald Plenderleith, P.Eng., CD	November 18, 2016 – December 31, 2017	Consulting Engineer Designation Committee (CEDC) – Eastern subcommittee member
John Hazel, P.Eng.	November 18, 2016 – December 31, 2017	Education Committee (EDU) member
Paymon Sani-Bakhtiari, P.Eng.	November 18, 2016 – December 31, 2017	Education Committee (EDU) member
Albena Bukurova, P.Eng.	October 21, 2016 – December 31, 2017	Experience Requirements Committee (ERC) member
Hazem Gidamy, P.Eng.	October 12, 2016 – December 31, 2017	Experience Requirements Committee (ERC) member
Gordon Ip, P.Eng.	October 12, 2016 – December 31, 2017	Experience Requirements Committee (ERC) member
Nick Colucci, P.Eng.	January 1, 2017 – December 31, 2017	Government Liaison Committee (GLC) – ACV representative
Daniel Liao, P.Eng.	October 12, 2016 – December 31, 2017	Government Liaison Committee (GLC) – Chapter GLP Chair
Stella Harmantas Ball, LL.B.	November 18, 2016 – December 31, 2017	Registration Committee (REC) – Attorney General (AG) appointee
Paul Ballantyne, P.Eng.	November 18, 2016 – December 31, 2017	Registration Committee (REC) member
Charles McDermott, P.Eng.	November 18, 2016 – December 31, 2017	Registration Committee (REC) member

The above volunteers for the Consulting Engineer Designation Committee (CEDC), Education Committee (EDU) and Experience Requirements Committee (ERC) have completed a formal application process and, in consultation with the Committee Advisors for respective committees, were evaluated by the Director, People Development and approved by the Registrar to serve on the above committees in accordance with the *PEO Committee and Task Force Policy* (Section 7.4).

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

509th Council Meeting

Council Liaison Appointments:

First/Last Name	Service	Committee / Task Force [listed alphabetically]
LGA Councillor Spink, P.Eng.	2016	Complaints Committee (COC)
Councillor Bellini, P.Eng.	2016 2016 2016	Consulting Engineer Designation Committee (CEDC) Experience Requirements Committee (ERC) PEO National Framework Task Force (NFTF)
Councillor Wesa, P.Eng.	2016	Discipline Committee (DIC)
Councillor Houghton, P.Eng.	2016	Enforcement Committee (ENF)

Changes to the Committee and Task Force Roster:

First/Last Name	Service	Committee / Task Force [listed alphabetically]
Ron Clifton, P.Eng.	January 2017 – TBD	Awards Committee (AWC) member – OSPE representative, GAC subcommittee member
Wayne Kershaw, P.Eng.	2016 – TBD	Council Composition Task Force (CCTF) – Chair
Roger Jones, P.Eng.	2016 – AGM 2017	Council Composition Task Force (CCTF) – Vice Chair
Matthew Jelavic, P.Eng.	2016 – TBD	Government Liaison Committee (GLC) – OSPE PAN representative
Roydon Fraser, P.Eng.	2014 – December 31, 2018	Licensing Committee (LIC) – ARC representative, re-appointed for a 2-year term
Ravi Gupta, P.Eng.	2014 – December 31, 2018	Licensing Committee (LIC) – ERC representative, re-appointed for a 2-year term
Betsy Varghese, P.Eng.	2015, November 18, 2016 – December 31, 2017	Professional Standards Committee (PSC) - Solid Waste Management Guideline Subcommittee (returning from maternity leave)
Brian Ross, P.Eng.	2017 – December 31, 2017	PEO National Framework Task Force (NFTF) – PSC representative
Faris Georgis, P.Eng. – Manager, Registration	2016	Consulting Engineer Designation Committee (CEDC) – Committee Advisor
Adeilton Ribeiro - EIT/Student Programs Coordinator	2016	Education Committee (EDU) – Staff Support

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

509th Council Meeting

External Appointment:

First/Last Name	Service	Committee / Task Force [listed alphabetically]
John Turner, P.Eng.	2011 – October 2017	Canadian national Exhibition Association (CNEA) – PEO representative (re- appointed for 2016/2017)

Committee and Task Force Resignations/Retirements:

First/Last Name	Service	Committee / Task Force [listed alphabetically]
Suresh Neethirajan, P.Eng.	2013 – December 31, 2016	Academic Requirements Committee (ARC) member
Heather D. Sheardown, P.Eng.	2005 – December 31, 2016	Academic Requirements Committee (ARC) member
Daniel Couture, P.Eng.	2002 – December 31, 2016	Awards Committee (AWC) – OSPE representative
Thomas Chong, P.Eng.	2015 – October 29, 2016	Central Election and Search Committee (CESC)
Bill Kossta	2008 – October 2016 2009/14, 2015 – October 2016 2007 – October 2016	Complaints Committee (COC) member and Council Liaison Legislation Committee (LEC) member Registration Committee (REC) member and Council Liaison
Roy Fletcher, P.Eng.	1998 – December 31, 2016	Consulting Engineer Designation Committee (CEDC) – Toronto subcommittee
Virendra Sahni, P.Eng.	2004 – December 31, 2016	Discipline Committee (DIC)
Councillor Kuczera, P.Eng.	2015 – November 2016	Enforcement Committee (ENF) – Council Liaison
Michael Chan, P.Eng.	2015 – December 31, 2016	Government Liaison Committee (GLC) – ACV representative
Richard Hilton, P.Eng.	2010 – December 31, 2016	Government Liaison Committee (GLC) member
Satish Kanaujia, P.Eng.	2004 – December 31, 2016	Experience Requirements Committee (ERC) member
Miriam Mozes, P.Eng.	1995 – December 31, 2016	Experience Requirements Committee (ERC) member
Jacinta O'Brien, P.Eng.	1992 – December 31, 2016	Experience Requirements Committee (ERC) member
Milan J. Vyas, P.Eng.	2007 – December 31, 2016	Experience Requirements Committee (ERC) member

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

509th Council Meeting

De Zi Yang, P.Eng.	2004 – December 31, 2016	Experience Requirements Committee (ERC) member
Richard Weldon, P.Eng.	2014 – December 31, 2016	Licensing Committee (LIC) – LPTF representative
Nick Pfeiffer, P.Eng.	2014 – December 31, 2016	PEO National Framework Task Force (NFTF) – PSC representative
Les Mitelman, P.Eng.	2012 – December 31, 2016	Professional Standards Committee (PSC) - Guideline for Performance Audits and Reserve Funds Studies for Condominiums Subcommittee Chair
Mohsin Keyvani, P.Eng.	2015 – December 31, 2016	Professional Standards Committee (PSC) - Solid Waste Management Guideline Subcommittee
John Severino, P.Eng.	2015 – December 31, 2016	Professional Standards Committee (PSC) - Solid Waste Management Guideline Subcommittee
Kevin Chessman, P.Eng.	2010 – June 2016	Professional Standards Committee (PSC) - Structural Engineering in Buildings Subcommittee
Donald R. Ireland, P.Eng.	2010 – June 2016	Professional Standards Committee (PSC) - Structural Engineering in Buildings Subcommittee
Neil A. Kennedy, P.Eng.	2010 – June 2016	Professional Standards Committee (PSC) - Structural Engineering in Buildings Subcommittee
John R. Mark, P.Eng.	2010 – June 2016	Professional Standards Committee (PSC) - Structural Engineering in Buildings Subcommittee
Michael Edward Moffatt, P.Eng.	2010 – June 2016	Professional Standards Committee (PSC) - Structural Engineering in Buildings Subcommittee
Robert Morrison, P.Eng.	2010 – June 2016	Professional Standards Committee (PSC) - Structural Engineering in Buildings Subcommittee
Ranka Radonjic-Vuksanovic, P.Eng.	2010 – June 2016	Professional Standards Committee (PSC) - Structural Engineering in Buildings Subcommittee
David Rolph Tipler, P.Eng.	2010 – June 2016	Professional Standards Committee (PSC) - Structural Engineering in Buildings Subcommittee
Tilak Gunaratne, P.Eng.	2004 – December 31, 2016	Registration Committee (REC)

2017 PEO ANNUAL COMMITTEES AND TASK FORCES

MEMBERSHIP ROSTER

(Effective January 1, 2017)

C-509-2.15
Appendix B

Section 1: Board Committees*

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)		
Mandate as per Terms of Reference	"The Executive Committee, 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; b) may consult with other committees of the Council; c) shall act upon or report upon matters that are referred to it by the Council; d) may advise the CEO/Registrar or any other officer or official of PEO on matters of policy; e) may make periodic reviews, forecasts, plans and recommendations to the Council concerning the future organization and operation of the Association; f) may advise the Council on matters pertaining to the Canadian Council of Professional Engineers; and 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." [R.R.O. 1990, Reg. 941, s. 29.]	
	<u>EXE Terms of Reference</u>	
Composition	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.	
	EXE Committee Members (appointed to role)	Contributing From / To
Chair	President Comrie	2001/06, 2012/13, 2014 - AGM 2017
	President-elect Dony	2015 - AGM 2017
	Past President Chong	2011/12, 2013 - AGM 2017
	Vice-president (elected) Quinn	1997/01, 2005/08, 2011/12, 2015 - AGM 2017
	Vice-president (appointed) Brown	2016 - AGM 2017
	Councillor Sadr	2015 - AGM 2017
	LGA Councillor Spink	2016 - AGM 2017
Committee Advisor	Gerard McDonald - Registrar	2014

Audit Committee (AUC)		
Mandate as per Terms of Reference	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>	
Composition	7 members; at least 3 members must be current members of Council.	
AUC Members (appointed to role)		Contributing From / To
Chair	Councillor Chui (2016)	2014 - AGM 2017
Vice Chair	Councillor Kuczera (2016)	2013 - AGM 2017
	Past President Chong	2006 - AGM 2017
	Councillor Houghton	2016 - AGM 2017
	Councillor Preley	2016 - AGM 2017
	Ed Nelimarkka (re-appointed, 2nd term)	2015/16 - AGM 2017
	Craig Young (re-appointed, 2nd term)	2015/16 - AGM 2017
AUC Subcommittee Members (appointed to role)		Contributing From / To
Volunteer Expense Appeal Subcommittee	Councillor Kuczera (Chair)	2014 - AGM 2017
	Councillor Chui	2015 - AGM 2017
	Councillor Houghton	2016 - AGM 2017
Committee Advisor	Chetan Mehta - Director, Finance and Controller	2016
Admin Support	Lucy Capriotti - Administrative Assistant, Financial Services	2008

Finance Committee (FIC)		
Mandate as per Terms of Reference	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>	
Composition	7 members; 4 members MUST be current members of Council.	
FIC Members (appointed to role)		Contributing From / To
Chair	Councillor Jones (2014-2015, re-elected 2016)	2010/11, 2013 - AGM 2017
Vice Chair	Ravi Gupta (2016)	2004/12, 2014 - AGM 2017
	Councillor Bellini	2016 - AGM 2017
	Councillor Sadr	2016 - AGM 2017
	Councillor Turnbull	2016 - AGM 2017
	Nick Colucci	2014 - AGM 2017
	Ken McMartin	2015 - AGM 2017

FIC Subcommittee Members (appointed to role)		Contributing From / To
Investment subcommittee	Vice-president (appointed) Brown (HRC representative)	April 2014 - AGM 2017
	Councillor Jones (FIC representative)	April 2014 - AGM 2017
	Fern Gonçalves (Pension Plan Administrator) (non-voting)	2014 - AGM 2017
	Sal Guerriero (Registered Pension Plan member)	2014 - AGM 2017
Committee Advisor	Chetan Mehta - Director, Finance and Controller	2016
Admin Support	Lucy Capriotti - Administrative Assistant, Financial Services	2008

Human Resources Committee (HRC)		
Mandate as per Terms of Reference	<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> <p><u>HRC Terms of Reference</u></p>	
Composition	5 members, President, President-elect, Past President, and two current members of Council.	
HRC Members (appointed to role)		Contributing From / To
Chair	President Comrie (2015)	2004/06, 2012/13, 2014 - AGM 2017
	President-elect Dony	2016 - AGM 2017
	Past President Chong	2014 - AGM 2017
	Vice-president (appointed) Brown	2014 - AGM 2017
	LGA Councillor Spink	2015 - AGM 2017
Committee Advisor	Scott Clark - Chief Administrative Officer	2012
Staff Support	Fern Gonçalves - Director, People Development	2012

Legislation Committee (LEC)		
Mandate as per Terms of Reference	<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> <p><u>LEC Terms of Reference</u></p>	
Composition	5 members, all current members of Council.	
LEC Members (appointed to role)		Contributing From / To
Chair	Councillor Kuczera (2016)	2015 - AGM 2017
Vice Chair	President-elect Dony (2016) (<i>ex-officio member</i>)	2012 - AGM 2017
	Councillor Bellini	2016 - AGM 2017

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

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

	Councillor Fraser (Past Chair 2015)	2009 - AGM 2017
	Councillor Houghton	2016 - AGM 2017
Committee Advisor	Johnny Zuccon - Deputy Registrar, Tribunals & Regulatory Affairs	2010

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

Mandate as per Terms of Reference	<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>	
Composition	<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
Co-Chairs	President Comrie	2004/06, 2016 - AGM 2017
	Michael Monette (OSPE President/Chair)	2015 - OSPE AGM 2017
	Councillor Boone	2016 - AGM 2017
	Karen Chan (OSPE Past Chair)	2014 - OSPE AGM 2017
	President-elect Dony	2016 - AGM 2017
	Jonathan Hack (OSPE Vice Chair)	2016 - OSPE AGM 2017
	Gerard McDonald (Registrar)	2014
	Sandro Perruzza (OSPE CEO)	2014
	Councillor Turnbull	2015 - AGM 2017
	Helen Wojcinski (OSPE Board Director)	2016 - OSPE AGM 2017
Committee Advisor	Gerard McDonald - Registrar	2014

Regional Councillors Committee (RCC)

Mandate as per Terms of Reference	<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>	
Composition	<p>10 members, all current members of Council elected as Regional Councillors. RCC Chairs and Vice Chairs are elected annually from within the committee via secret ballot.</p>	
RCC Members (appointed to role)		Contributing From / To
Chair	Councillor Sadr (2015, re-elected in 2016)	2013 - AGM 2017
Vice Chair	Councillor Chui (2016)	2012 - AGM 2018
	Vice-president (appointed) Brown	2013 - AGM 2017
	Councillor Boone	2016 - AGM 2018

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

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

	Councillor Houghton	2016 - AGM 2018
	Councillor Kuczera	2013 - AGM 2017
	Councillor Preley	2015 - AGM 2017
	Councillor Takessian	2016 - AGM 2018
	Councillor Turnbull	2015 - AGM 2017
	Councillor Wesa	1992/94, 2011/15, 2016 - AGM 2018
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Section 2: Other Committees Reporting to Council

(Operate on a calendar year)

Academic Requirements Committee (ARC)		
Mandate as per Terms of Reference	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>	
Composition	26 members; Majority are Professors/Associate Professors at one of Ontario's Engineering universities. Members MUST be licensed P.Engs.	
	ARC Members (appointed to role)	Contributing From / To
Chair	Leila Notash (2016, 2-year term)	2003 - Dec 2017
Vice Chair	Ramesh Subramanian (2016, 2-year term)	2013 - Dec 2017
	Sanjiwan D. Bhole	2004 - Dec 2017
	Yehoudith (Judith) Dimitriu	1992 - Dec 2017
	Bob Dony (Past Chair 2011-2012)	1998 - Dec 2017
	Waguhi H. ElMaraghy	1989-94, 1998 - Dec 2017
	Amir Fam	2010 - Dec 2017
	Roydon Fraser	1998 - Dec 2017
	Stelian George-Cosh (Past Vice Chair 2011-2014)	2004 - Dec 2017
	Ross L. Judd	Pre-1984 - Dec 2017
	Meilan Liu	2010 - Dec 2017
	Joseph (Joe) Lostracco	2014 - Dec 2017
	Ian Marsland	June 2016 - Dec 2017
	Magdi Emile Mohareb	2010 - Dec 2017
	Girgis (George) Nakhla	2003 - Dec 2017
	Remon Pop-Iliev	2005 - Dec 2017
	Amin S. Rizkalla	2010 - Dec 2017
	Medhat Shehata	2014 - Dec 2017
	Shamim A. Sheikh	2002 - Dec 2017
	Juri Silmberg	Pre-1984 - Dec 2017
	Jacqueline Stagner	2013 - Dec 2017
	J. Allen Stewart	2014 - Dec 2017
	Barna Szabados (Past Chair 2012-2015)	2000 - Dec 2017
	Seimer Tsang	1999 - Dec 2017
	Tze-Wei (John) Yeow	2010 - Dec 2017

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

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

	Malgorzata S. Zywno	1993 - Dec 2017
Council Liaison	Councillor Fraser	2009
Committee Advisor	Moody Farag - Manager, Admissions	2004

Advisory Committee on Volunteers (ACV)		
Mandate as per Terms of Reference	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>	
Composition	Currently 9 members (all P.Engs) with experience as PEO volunteers at the Council, Committee and Chapter level.	
ACV Members (appointed to role)		Contributing From / To
Chair	<i>Chris Kan (2014, re-elected 2015 and 2016)*</i>	2010 - Dec 2017
Vice Chair	<i>Christian Bellini (2016)*</i>	2013 - Dec 2017
	Michael Chan (Past Chair 2011-2014)	2008 - Dec 2017
	Nick Colucci	2002 - Dec 2017
	Denis Dixon	1998 - Dec 2017
	Márta Ecsedi (Past Vice Chair 2014)	2013 - Dec 2017
	Doug Hatfield (Past Vice Chair)	2002 - Dec 2017
	Sean McCann	2015 - Dec 2017
	Vic Pakalnis	2011 - Dec 2017
	1 vacancy	TBD
ACV Subcommittee Members (appointed to role)		Contributing From / To
Training and Committee Chairs Workshop Subcommittee	Sean McCann (Chair)	2015 - Dec 2017
	Michael Chan	2015 - Dec 2017
	Doug Hatfield	2011/15, 2016 - Dec 2017
	Chris Kan	2011 - Dec 2017
	Vic Pakalnis	2011 - Dec 2017
Vital Signs Survey 2017 Subcommittee	Christian Bellini	2014 - Dec 2017
	Márta Ecsedi	2016 - Dec 2017
Council Liaison	Councillor Bellini	2016
Committee Advisor	Fern Gonçalves - Director, People Development	2009
Staff Support	Viktoria Aleksandrova - Committee Coordinator	2009

**Chair / Vice Chair continue pending election in 2017*

Awards Committee (AWC)		
Mandate as per Terms of Reference	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>	
Composition	10 members	
AWC Members (appointed to role)		Contributing From / To
Chair	<i>Nancy E. Hill (2014, re-elected in 2015)*</i>	2009 - Dec 2017
Vice Chair	<i>John Severino (2014, re-elected in 2015)*</i>	2009 - Dec 2017

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

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

	LGA Councillor Shreewastav	2014 - Dec 2017
	Michael A. Ball	1996-97, 2000 - Dec 2017
	Ron Clifton (OSPE)	Jan-17
	G. Ross Gillett	2000 - Dec 2017
	Argyrios (Gerry) Margaritis	2006 - Dec 2017
	Clare Morris (OSPE)	2014 - OSPE AGM 2018
	Stephen Tsui	2003 - Dec 2017
	Helen Wojcinski (Past Chair 2011-2014)	2007 - Dec 2017
	1 vacancy	
AWC Subcommittee Members (appointed to role)		Contributing From / To
Sterling Award Subcommittee	George Comrie	2009 - Dec 2017
	Andrew M. Dowie	2010 - Dec 2017
	Márta Ecsedi	2009 - Dec 2017
	G. Ross Gillett (Past Chair 2011-2013)	2009 - Dec 2017
	Argyrios (Gerry) Margaritis	2016 - Dec 2017
	Marisa Sterling	2009 - Dec 2017
	Valerie Sterling	2009 - Dec 2017
AWC Subcommittee Members (appointed to role)		Contributing From / To
Joint PEO/OSPE OPEA Gala Advisory Subcommittee (GAC)	Helen Wojcinski - Chair (2014)	2014 - Dec 2017
	Ron Clifton (OSPE)	2017 - Dec 2017
	Nancy E. Hill	2014 - Dec 2017
	Clare Morris (OSPE)	2014 - OSPE AGM 2018
	John Severino	2016 - Dec 2017
Council Liaison	LGA Councillor Shreewastav	2014
Committee Advisor	Fern Gonçalves - Director, People Development	2009
Staff Support	Robert Dmochewicz - Recognition Coordinator	2015

**Chair / Vice Chair continue pending election in 2017*

Central Election and Search Committee (CESC)		
Mandate as per Terms of Reference	The Central Election and Search Committee shall: (a) encourage Members to seek nomination for election to the Council as President-elect, vice-president or a councillor-at-large; (b) assist the Chief Elections Officer as may be required by him or her; and (c) receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council in accordance with this Regulation. O. Reg. 157/07, s. 3 (3) <i>[Excerpt from R.R.O. 1990, REGULATION 941].</i>	
	<u>CESC Terms of Reference</u>	
Composition	6 members; the penultimate past-president; the immediate past-president; the president; and two other Members.	
CESC Members (appointed to role)		Contributing From / To
Chair	Penultimate Past President Adams	2008/09, 2010 - Sept 2017
	President Comrie	2016 - Sept 2017
	Nigel Fung	2016 - Sept 2017
	Juwairia Obaid	2016 - Sept 2017
	Helen Wojcinski	2016 - Sept 2017

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

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

Council Liaison	TBD	
Committee Advisor	Scott Clark - Chief Administrative Officer	2007
Staff Support	Ralph Martin - Manager, Secretariat	2014

Complaints Committee (COC)		
Key Duties & Responsibilities as per Terms of Reference	<p>To investigate and consider complaints made by the public or members of the association regarding the conduct or actions of PEO members, 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 members, 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>	
Composition	Currently 13 members, HR Plan identifies 16 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	
COC Members (appointed to role)		Contributing From / To
Chair	<i>Tony Cecutti (2014/15, re-elected 2016)*</i>	2000 - Dec 2017
Vice Chair	<i>Chris Roney (2014/15, re-elected 2016)*</i>	1998 - Dec 2017
	Councillor Kuczera	Nov 2016 - AGM 2017
	LGA Councillor Spink	2015 - Dec 2017
	Peter R. Braund, LL.M.	2013 - Oct 2018
	John Bray	2001 - Dec 2017
	David Filer	1998 - Dec 2017
	Peter Frise	1997 - Dec 2017
	Nancy E. Hill (Past Chair 2012-2013)	2000 - Dec 2017
	George McCluskey	2014 - Dec 2017
	David Moncur	2002 - Dec 2017
	M. Jane Phillips	1986-93, 1995 - Dec 2017
	A. Rebecca Pringlemeir	2014 - Dec 2017
	John Zane Swaigen, LL.M.	2013 - Oct 2018
Council Liaison	LGA Councillor Spink	2016
Committee Advisor	Linda Latham - Deputy Registrar, Regulatory Compliance	2010

**Chair / Vice Chair continue pending election in 2017*

Complaints Review Councillor (CRC)		
Description	<p>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.</p> <p><u>CRC Terms of Reference</u></p>	
Composition	2 members; restricted to (1) LGA member of current PEO Council or (2) a person approved by the Attorney General.	

New appointments are in **bold**.

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CRC Members (appointed to role)		Contributing From / To
Chair	LGA Councillor Long-Irwin (appointed by Council)	2010 - Dec 2017
	Evelyn J. Spence, LL.B.	2015 - Oct 2018
Council Liaison	LGA Councillor Long-Irwin	2010
Committee Advisor	Sal Guerriero - Manager, Tribunals	2008

Consulting Engineer Designation Committee (CEDC)		
Description	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>	
Composition	9 members; MUST be P.Eng.; majority are Consulting Engineers representing a variety of practice disciplines.	
CEDC Committee Members (appointed to role)		Contributing From / To
Chair	<i>Eric Nejat (2013/15, re-elected in 2016)*</i>	1995 - Dec 2017
Vice Chair	<i>Douglas Barker (2013/15, re-elected 2016)*</i>	1994 - Dec 2017
	Denis Dixon	2000 - Dec 2017
	J. Shawn Gibbons	2006 - Dec 2017
	Rob Kivi (CEO representative)	2015 - Dec 2017
	H. Richard Patterson	1995 - Dec 2017
	Larry Pond	1992 - Dec 2017
	Donald Christopher Redmond	2001 - Dec 2017
	Steven van der Woerd	2015 - Dec 2017
CEDC Subcommittee Members (appointed to role)		Contributing From / To
Eastern Subcommittee	J. Shawn Gibbons - Chair	2006 - Dec 2017
	Andrew Lawton	2012 - Dec 2017
	Donald Plenderleith	2016 - Dec 2017
	Andrew John Robinson	1991 - Dec 2017
Northern Subcommittee	Larry Pond - Chair	1992 - Dec 2017
	Richard Kamo	2016 - Dec 2017
	Donald Christopher Redmond	2001 - Dec 2017
Southern Subcommittee	Steven van der Woerd - Chair (2015)	2015 - Dec 2017
	Adrian Pierorazio	2015 - Dec 2017
Toronto Subcommittee	Douglas Barker - Chair	1994 - Dec 2017
	Levente Laszlo Diosady	2007 - Dec 2017
	Denis Dixon	2000 - Dec 2017
	Charles Eddie	2016 - Dec 2017
	Santosh Gupta	2016 - Dec 2017
	Eric Nejat	1995 - Dec 2017
	John Rosenthal	2016 - Dec 2017
	Thomas Henry Woolhouse	2006 - Dec 2017
Western Subcommittee	H. Richard Patterson - Chair (2015)	1995 - Dec 2017
	Robert Brian Pula	<2003 - Dec 2017
Council Liaison	Councillor Bellini	2016
Committee Advisor	Faris Georgis - Manager, Registration	2016

New appointments are in **bold**.

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***Chair / Vice Chair continue pending election in 2017**

Discipline Committee (DIC)		
Mandate as per Terms of Reference	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>	
Composition	Set out in the <i>Professional Engineers Act</i> : 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
Chair	Ravi Gupta (2016, 2-year term)	2003 - Dec 2017
Vice Chair	John Vieth (2016, 2-year term)	2004 - Dec 2017
Appointed per 27. (1) 1. At least one elected member of the Council.	President-elect Dony	2012 - AGM 2017
	Past President Chong	2012 - AGM 2017
	Vice-president (elected) Quinn	2011 - AGM 2017
	Councillor Chui	2012 - AGM 2018
	Councillor Fraser	1998 - AGM 2017
	Councillor Sadr	2015 - AGM 2017
	Councillor Turnbull	2015 - AGM 2017
	Councillor Wesa	1992 - AGM 2018
Appointed per 27. (1) 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.	LGA Councillor Chan	2016 - Council end term
	LGA Councillor Hilton	2007 - Council end term
	LGA Councillor Kirkby	2016 - Council end term
	LGA Councillor Shreewastav	2005 - Council end term
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.	Richard Elliot Austin, LL.B.	2013 - Oct 2018
	Stella Harmantas Ball, LL.B.	2013 - Oct 2018
	David N. Germain, J.D.	2013 - Oct 2018
	Leigh Andrew Lampert, LL.B.	2013 - Oct 2018
	LGA Councillor Lederman, QC	2016 - Council end term
	LGA Councillor Rush, C.E.T.	2016 - Council end term
	Kathleen L. Robichaud, LL.B.	2013 - Oct 2018

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	Sonia Singh, LL.B.	2013 - Oct 2018
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.	James Amson	2011 - Dec 2017
	Paul Ballantyne	2010 - Dec 2017
	Ishwar Bhatia	2009 - Dec 2017
	Colin Cantlie	2001 - Dec 2017
	Bruce Clarida	2000 - Dec 2017
	Kam Elguindi	1993-95, 1998 - Dec 2017
	Diane Freeman	2003-11, 2012 - Dec 2017
	Aubrey Friedman	2004 - Dec 2017
	Santosh Gupta	2002 - Dec 2017
	Daniela Iliescu	1992 - Dec 2017
	Rishi Kumar	2004 - Dec 2017
	Leslie (Les) Mitelman	2011 - Dec 2017
	Jag Mohan	1990 - Dec 2017
	Nick Monsour	1987 - Dec 2017
	Anne Poschmann	1993 - Dec 2017
	Glenn Richardson	1997 - Dec 2017
	David Robinson	2004 - Dec 2017
	Edward Rohacek	1985 - Dec 2017
	L. Brian Ross	1995 - Dec 2017
	David Spacek	2008 - Dec 2017
Albert Sweetnam	2002 - Dec 2017	
Henry Tang	2004 - Dec 2017	
William Walker	>1984 - Dec 2017	
R. Anthony Warner	2000 - Dec 2017	
Rob Willson	2011 - Dec 2017	
Council Liaison	Councillor Wesa	2016
Committee Advisor	Johnny Zuccon - Deputy Registrar, Tribunals & Regulatory Affairs	2008

* Lieutenant Governor Appointees and Councillors may stay on the Discipline Committee once no longer holding those positions, subject to approval of the Chair of the Discipline Committee and appointed by Council pursuant to section 27(1)4. The terms of Councillors Fraser and Gupta on the Discipline Committee are to continue under the Professional Engineers Act, s. 27(1)4. should they no longer be Councillors while serving on the Discipline Committee.

Education Committee (EDU)		
Description	Committee on awareness matters involved in pre-university student and educator outreach and curriculum issues involving math, science and technology. Also administers the Engineer-in-Residence program.	
	<u>EDU Terms of Reference</u>	
Composition	Currently 10 members; representation from chapter education activities; elementary/secondary/post-secondary schools and private sector companies.	
	EDU Members (appointed to role)	Contributing From / To
Chair	<i>Samer Inchasi (2012/15, re-elected 2016)*</i>	2010 - Dec 2017
Vice Chair	<i>Michael Arthur (2014/15, re-elected 2016)*</i>	2012 - Dec 2017
	Karen Cain	2015 - Dec 2017
	Gordon Griffith	2015 - Dec 2017
	Radomir Grigorov	2015 - Dec 2017
	John Hazel	Nov 2016 - Dec 2017

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	Hao Li (Student representative)	2015 - Dec 2017
	Ravi K. Peri	2010 - Dec 2017
	Paymon Sani-Bakhtiari	Nov 2016 - Dec 2017
	Priscilla Williams, EIT (EIT representative)	2014 - Dec 2017
Council Liaison	TBD	
Committee Advisor	Tracey Caruana - Manager, Engineering Intern Programs	2016
Staff Support	Adeilton Ribeiro - EIT/Student Programs Coordinator	2016

*Chair / Vice Chair continue pending election in 2017.

Enforcement Committee (ENF)		
Mandate as per Terms of Reference	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>	
Composition	10 members; All MUST be P.Eng.; One must be a lawyer as well; representation from a variety of engineering practice.	
	ENF Members (appointed to role)	Contributing From / To
Chair	<i>Peter Broad (2013/15, re-elected 2016)*</i>	2009 - Dec 2017
Vice Chair	<i>Roger Barker (2013/15, re-elected 2016)*</i>	2010 - Dec 2017
	Councillor Houghton	2000 - Dec 2017
	Joe Adams	2015 - Dec 2017
	Stephen Georgas, LL.B.	2012 - Dec 2017
	William Jackson	2000 - Dec 2017
	Solomon Ko	2000 - Dec 2017
	Donald Marston, LL.B.	2007 - Dec 2017
	Edward Poon	2008 - Dec 2017
	Ajai Varma	2008 - Dec 2017
Council Liaison	Councillor Houghton	2016
Committee Advisor	Linda Latham - Deputy Registrar, Regulatory Compliance	2011
Staff Support	Cliff Knox - Manager, Enforcement	2015
	Steven Haddock - Enforcement and Advisory Officer, Regulatory Compliance	2002

*Chair / Vice Chair continue pending election in 2017

Equity and Diversity Committee (EDC)		
Mandate as per Terms of Reference	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>	
Composition	8 members; represents broad diversity of PEO membership.	
	EDC Members (appointed to role)	Contributing From / To
Chair	<i>Márta Ecsedi (re-elected 2016)*</i>	2004 - Dec 2017
Vice Chair	TBD	
	Greg Allen	2012 - Dec 2017
	Nima Eslaminasab	2016 - Dec 2017

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	Rishi Kumar	2004 - Dec 2017
	Simone Larcher	2016 - Dec 2017
	Rakesh Shreewastav	2009 - Dec 2017
	Vera Straka	2011 - Dec 2017
	Bob White	2016 - Dec 2017
Council Liaison	LGA Councillor Shreewastav	2009
Committee Advisor	Fern Gonçalves - Director, People Development	2009
Staff Support	Robert Dmochewicz - Recognition Coordinator	2015

**Chair / Vice Chair continue pending election in 2017*

Experience Requirements Committee (ERC)		
Mandate as per Terms of Reference	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>	
Composition	168 members; membership is restricted; MUST be P.Eng.; MUST have at least 10 years of engineering work experience.	
	ERC Members (appointed to role)	Contributing From / To
Chair	Santosh Gupta (2012/15, 2016, 2-year term)	2000 - Dec 2017
Vice Chair	David Kiguel (2015, 2016, 2-year term)	2004 - Dec 2017
	Samuel Abd el Malek	2007 - Dec 2017
	Galal Abdelmessih	2004 - Dec 2017
	Ali Afshar	2006 - Dec 2017
	Shah Alamgir	2012 - Dec 2017
	Behzad Alavi	2010 - Dec 2017
	George Apostol	2000 - Dec 2017
	Nanjappan Ardhanarisamy	2014 - Dec 2017
	Behrouz (Bruce) Atrie	2004 - Dec 2017
	Magdy Milad Attia	2009 - Dec 2017
	Afshin Azadmanesh Samimi	2013 - Dec 2017
	Arshad Azhar	2005 - Dec 2017
	Naeim Azizi Tavakkoli	2013 - Dec 2017
	Devinder Bahra	2004 - Dec 2017
	Steven Bailey	2013 - Dec 2017
	Adam Balogh	2004/2011, 2015-Dec 2017
	Predrag Banjanin	2011 - Dec 2017
	Christian Bellini (Past Chair)	2005 - Dec 2017
	Mark Bendix	2003 - Dec 2017
	Md Soharab U. Bhuiyan	2008 - Dec 2017
	Duncan Blachford	2012 - Dec 2017
	Spiridon Bot	2006 - Dec 2017
	Mohamed Boutazakhti	2008 - Dec 2017
	Albena Bukurova	2016 - Dec 2017
	Ruben Burga	2012 - Dec 2017

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Betty Anne Butcher	1996 - Dec 2017
Jeremy Carkner	2012 - Dec 2017
Pellegrino V. Castaldo	2013 - Dec 2017
Raju Chander	2006 - Dec 2017
Jian Ming (Jimmy) Chang	2005 - Dec 2017
Michael Chapman	2006 - Dec 2017
V. George Chelvanayagam	2004 - Dec 2017
Wieslaw M. Chojnacki	2016 - Dec 2017
Andrew Cornel	2015 - Dec 2017
Dan Cosmin	2006 - Dec 2017
Michael Dang	2000 - Dec 2017
Farid Danial	2005 - Dec 2017
Roger De Gannes	2013 - Dec 2017
Charles De la Riviere	2002 - Dec 2017
Savio De Souza	2015 - Dec 2017
Milorad Dimitrijevic	2006 - Dec 2017
Mircea Dreve	2005 - Dec 2017
Afshin Ebtekar	2004 - Dec 2017
S. Jalal Emami	2005 - Dec 2017
Hassan Erfanirad	2005 - Dec 2017
Zbigniew Ewertowski	2004 - Dec 2017
Reda Fayek	2006 - Dec 2017
Roberto Floh	1996 - Dec 2017
Rabiz Foda	2000 - Dec 2017
Ketan Gandhi	2013 - Dec 2017
Hazem Gidamy	2016 - Dec 2017
Dalila Giusti	2001 - Dec 2017
Branislav Gojkovic	2004 - Dec 2017
Dragan Grandic	2005 - Dec 2017
Mohinder Grover	1999 - Dec 2017
Liang Guo	2014 - Dec 2017
Ravi Gupta (Past Vice Chair 2012-13)	1992 - Dec 2017
Mohamed Hamed	2016 - Dec 2017
Faiz Hammadi	2005 - Dec 2017
Barry Hitchcock	1997 - Dec 2017
Md Akhtar Hossain	2013 - Dec 2017
Magued Ibrahim	2004 - Dec 2017
Shawky Ibrahim	2004 - Dec 2017
Marios A. Ioannidis	2010 - Dec 2017
Gordon Ip	2016 - Dec 2017
William Jackson	1996 - Dec 2017
Peter Jarrett	1998 - Dec 2017
Ayvun E. Jeganathan	2005 - Dec 2017
Jega Jeganathan	2014 - Dec 2017
Torben Jensen	2016 - Dec 2017
David A. Kahn	2009 - Dec 2017
Witold Kellerman	2016 - Dec 2017

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Vyjayanthi Keshavamurthy	2014 - Dec 2017
Mohammad Khalid	2013 - Dec 2017
Nazli Khan	2014 - Dec 2017
Saleemullah Khan	2006 - Dec 2017
Vitali Kovaltchouk	2015 - Dec 2017
Berta Krichker	1998 - Dec 2017
Balaji Kumar	2016 - Dec 2017
Rishi Kumar	2004 - Dec 2017
Desmond Lau	2007 - Dec 2017
C. LeRoy Lees	1999 - Dec 2017
Dexter Lestage	2005 - Dec 2017
Guo Min (Galen) Li	2006 - Dec 2017
John Lill	2010 - Dec 2017
Ramiro Liscano	2007 - Dec 2017
Bosko Madic	2005 - Dec 2017
Yogarane (Ranee) Mahalingam	2006 - Dec 2017
Nazmy Markos	2007 - Dec 2017
Alexei Martchenko	2005 - Dec 2017
Daniel Martis	2016 - Dec 2017
Hugo Maureira	2016 - Dec 2017
James McConnach	2001 - Dec 2017
Florin Merauta	2014 - Dec 2017
Constantin Mighiu	2004 - Dec 2017
Huirong Min	2013 - Dec 2017
Bahram Mirpourian	2002 - Dec 2017
Cameran Mirza	1998 - Dec 2017
Elmer Mittelstaedt	1998 - Dec 2017
Michael Mladjenovic	2013 - Dec 2017
Jiteshkumar Modi	2004 - Dec 2017
V. Alan Moore	2001 - Dec 2017
Zoran Mrdja	2005 - Dec 2017
John Mrkonjic	2004/13, 2014 - Dec 2017
Muhammad Mudassar	2008 - Dec 2017
Anis Muhammad	2005 - Dec 2017
Thamir (Tom) Murad	2004 - Dec 2017
Maged Naguib	2009 - Dec 2017
Eric Nejat	2016 - Dec 2017
Franz Newland	2015 - Dec 2017
Catalin Gabriel Onea	2005 - Dec 2017
Gheorghe (George) Oprea	2001 - Dec 2017
Mario A. Orbegozo	2004 - Dec 2017
Daniel R. Ospina	2013 - Dec 2017
Tibor Palinko	2002 - Dec 2017
Efeng (Michael) Pan	2013 - Dec 2017
Anthony Paz	1998 - Dec 2017
Andrew Tadeusz Poray	2009 - Dec 2017
Saverio Pota	2015 - Dec 2017

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	Robert Primeau	2002 - Dec 2017
	Eugene J. Puritch	2007 - Dec 2017
	Majid Rahimi-Chatri	2008 - Dec 2017
	Touraj Rahnamoun	2015 - Dec 2017
	Julija Rakocevic	2013 - Dec 2017
	Venkatasubramanian Raman	2006 - Dec 2017
	Mario R. Ramirez-Roldan	2010 - Dec 2017
	Comondore (Ravi) Ravindran	2001 - Dec 2017
	Farzad Rayegani	2002 - Dec 2017
	Shiraz Yusuf Rehmani	2013 - Dec 2017
	Amin Rizkalla	2005 - Dec 2017
	Ghaus M. Rizvi	2013 - Dec 2017
	Yuliya (Julia) Rozhko	2005 - Dec 2017
	Karl Rueb	2016 - Dec 2017
	Titus Rusu	2013 - Dec 2017
	Changiz Sadr	2003 - Dec 2017
	Saeid Safadel	2004 - Dec 2017
	Magdy S. Samaan	2008 - Dec 2017
	William S. Sanabria Nunez	2010 - Dec 2017
	Peter Schmidt	2000 - Dec 2017
	Paul Seager	1999 - Dec 2017
	George S. Semaan	2005 - Dec 2017
	Vladimir (Walter) Serov	2008 - Dec 2017
	Tahir Shafiq	1995 - Dec 2017
	Urmish Shah	2008 - Dec 2017
	Abdul Waheed Shaikh	2012 - Dec 2017
	Sat Sharma	2015 - Dec 2017
	Duncan Sidey	2006 - Dec 2017
	Frank Sigouin-Allan	2001 - Dec 2017
	Ferdo Simov	2004 - Dec 2017
	John M. Smith	2005 - Dec 2017
	Saleh Tadros	2000 - Dec 2017
	Sasa (Sasha) Tasic	2005 - Dec 2017
	Mihir Thakkar	2009 - Dec 2017
	Uthayakaren Thurairajah	2015 - Dec 2017
	William Van-Heyst	2012 - Dec 2017
	Ivan Vasiljevic	2013 - Dec 2017
	Julio Vilar	2016 - Dec 2017
	Feng xia (Iris) Wang	2016 - Dec 2017
	Jianguo Wang	2010 - Dec 2017
	Mingchun (David) Wang	2008 - Dec 2017
	Donald Worth	1999 - Dec 2017
	Yu Song (Matthew) Xie	2000 - Dec 2017
	Qi (Sharon) Xue	2010 - Dec 2017
	Shigong (George) Yin	2004 - Dec 2017
	Richard Yoon	2003 - Dec 2017
	Sufang (Sarah) Zhang	2005 - Dec 2017

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Council Liaison	Councillor Bellini	2016
Committee Advisor	Pauline Lebel - Manager, Licensure	2011

Fees Mediation Committee (FMC)		
Description	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>	
Composition	3 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.	
FMC Members (appointed to role)		Contributing From / To
Chair	Kathryn G. Sutherland (2006)*	2006 - Dec 2017
	Gordon Danson	2006 - Dec 2017
	Peter F. Scott	1989 - Dec 2017
Council Liaison	TBD	
Committee Advisor	Sal Guerriero - Manager, Tribunals	2012
Staff Support	Svitlana Tereshchenko - Tribunals Law Clerk	2012

*Chair continues pending election in 2017

Government Liaison Committee (GLC)		
Mandate as per Terms of Reference	To provide oversight and guidance for the PEO Government Liaison Program (GLP).	
	<u>GLC Terms of Reference</u>	
Composition	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.	
GLC Members (appointed to role)		Contributing From / To
Chair	Darla Campbell (P.Eng. in a Riding Association) (2015, re-elected in 2016, 2-year term)	2010 - Dec 2017
Vice Chair	Gabriel Tse (Chapter GLP Chair) (2015, re-elected in 2016, 2-year term)	2014 - Dec 2017
	Bill Allison (CEO representative)	2015 - Dec 2017
	Nick Colucci (ACV representative)	2017 - Dec 2017
	Matthew Jelavic (OSPE PAN)	2016 - Dec 2017
	Daniel King, EIT	2015 - Dec 2017
	Daniel Liao - Chapter GLP Chair	2017 - Dec 2017
	Angel Serah (student representative)	2014 - Dec 2017
	Rakesh Shreewastav (Engineers Canada BG&E)	2015 - Dec 2017
	Warren Turnbull (RCC representative)	2016 - AGM 2017
	2 LGA Councillors (TBD)	
Ex-officio members	Gerard McDonald - Registrar	2014
	Howard Brown - GLP Consultant	2010
Council Liaison	TBD	

New appointments are in **bold**.

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Committee Advisor	Jeannette Chau - Manager, Government Liaison Programs	2011
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Licensing Committee (LIC)		
Mandate as per Terms of Reference	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>	
Composition	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.	
	LIC Members (appointed to role)	Contributing From / To
Chair	<i>George Comrie (LPTF, 3-year term) (2015)</i>	2014 - Dec 2017
Vice Chair	<i>Barna Szabados (ARC, 3-year term) (2015)</i>	2014 - Dec 2017
	Roydon Fraser (ARC, 2-year term)	2014 - Dec 2018
	Santosh Gupta (ERC, 3-year term)	2014 - Dec 2017
	Ravi Gupta (ERC, 2-year term)	2014 - Dec 2018
	Chee Lee (REC, 3-year term)	2014 - Dec 2017
	Bob Dony (LEC, 1-year term, re-appointed in 2015)	2014 - Dec 2017
	Christian Bellini (NFTF, 2-year term)	2014 - Dec 2017
Council Liaison	TBD	
Committee Advisor	Michael Price - Deputy Registrar, Licensing and Finance	2014

**Chair / Vice Chair continue pending election in 2017*

PEO-OAA Joint Liaison Committee (PEO-OAA JLC) - inactive		
Mandate as per Terms of Reference	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>	
Composition	Committee is administered jointly by PEO and OAA; currently, 5 PEO representatives with extensive Ontario Building Code experience.	
	PEO-OAA JLC Members (appointed to role)	Contributing From / To
Co-Chair	Chris Roney (2008) (PEO)	2008
Co-Chair	TBD (OAA)	
	Mark Bendix	2008
	David Dengler	2008
	David Tipler	2008
Council Liaison	TBD	

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OSPE representatives are identified with beige highlight.

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

Committee Advisor	Bernard Ennis - Director, Policy and Professional Affairs	2008
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Professional Standards Committee (PSC)		
Mandate as per Terms of Reference	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>	
Composition	10 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.	
PSC Members (appointed to role)		Contributing From / To
Chair	Nicholas Pfeiffer (2016, 2-year term)	2012 - Dec 2017
Vice Chair	Wai-Man (Fanny) Wong (2012/15, re-elected in 2016, 2-year term)	2010 - Dec 2017
	Jamie Catania	2014 - Dec 2017
	Denis Dixon	2007 - Dec 2017
	Roger Jones	2010 - Dec 2017
	Neil Kennedy	2015 - Dec 2017
	Dale Kerr	2015 - Dec 2017
	Colin Moore	2002 - Dec 2017
	L. Brian Ross	1999 - Dec 2017
	Heather Swan	2012 - Dec 2017
PSC Subcommittee Members (appointed to role)		Contributing From / To
Design Evaluations of Demountable Event Structures Subcommittee	Neil Kennedy - Chair	2016 - Dec 2017
	Jeff Archbold	2016 - Dec 2017
	Antonio (Tony) Crimi	2016 - Dec 2017
	Ronald (Ron) Koerth	2016 - Dec 2017
	J. Albert Schepers	2016 - Dec 2017
	James Wilkinson	2016 - Dec 2017
	Mohamed El Semelawy (observer)	<i>Since 2016</i>
Guideline for Performance Audits and Reserve Funds Studies for Condominiums Subcommittee	Hitesh Doshi	2012 - Dec 2017
	Henry J. Jansen	2012 - Dec 2017
	R.K. Jeff Jeffcoatt	2012 - Dec 2017
	Dale D. Kerr	2012 - Dec 2017
	David Uren	2012 - Dec 2017
Guideline for Preparing As-Built and Record Documents Guideline Subcommittee	Edgar Beltran Vargas	2012 - Dec 2017
	Wai-Man (Fanny) Wong - Chair (2012)	2012 - Dec 2017
	Sen Hu	2013 - Dec 2017
	James R.H. Lowe	2013 - Dec 2017
	Praneeta Moti	2013 - Dec 2017
Solid Waste Management Guideline	Peter Cornelius Rusch	2013 - Dec 2017
	Heather Swan (2015)	2012 - Dec 2017
	Shovini Dasgupta	2015 - Dec 2017

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

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

Solid Waste Management Guideline Subcommittee	Dickson Odame-Osafo	2015 - Dec 2017
	Steven Rose	2015 - Dec 2017
	Donna Serrati	2015 - Dec 2017
	John Severino	2015 - Dec 2017
	Betsy Varghese	2015, 2017 - Dec 2017
Structural Engineering Assessment Guideline Subcommittee	L. Brian Ross - Chair (2013)	2013 - Dec 2017
	Norm Becker	2013 - Dec 2017
	Jeremy Bishop	2013 - Dec 2017
	Donald R. Ireland	2013 - Dec 2017
	Neil A. Kennedy	2013 - Dec 2017
	Rashmi Nathwani	2014 - Dec 2017
	Will Teron	2013 - Dec 2017
	<i>Roger Jeffreys (observer)</i>	<i>since 2015</i>
	<i>Vanessa Odaimi (observer)</i>	<i>since 2015</i>
Council Liaison	Councillor Jones	2015 - AGM 2017
Committee Advisor	José Vera - Manager, Practice and Standards	2011
Staff Support	Sherin Khalil - Standards and Guidelines Development Coordinator	2015

Registration Committee (REC)		
Description	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>	
Composition	10 members	
	REC Members (appointed to role)	Contributing From / To
Chair	<i>Virendra Sahni (2016)*</i>	2004 - Dec 2017
Vice Chair	<i>Chee Lee (2016)*</i>	2006 - Dec 2017
	LGA Councillor Long-Irwin	2010 - AGM 2017
	Stella Harmantas Ball, LL.B.	2016 - Oct 2018
	Paul Ballantyne	Nov 2016 - Dec 2017
	Bogdan Damjanovic	2006 - Dec 2017
	Joseph Khatamay	2004 - Dec 2017
	Charles McDermott	Nov 2016 - Dec 2017
	Simon Sukstorf	2014 - Dec 2017
	Anthony C Tam	2000 - Dec 2017
Council Liaison	TBD	
Committee Advisor	Johnny Zuccon - Deputy Registrar, Tribunals & Regulatory Affairs	2008

**Chair / Vice Chair continue pending election in 2017*

Volunteer Leadership Conference Planning Committee (VLPC)		
Mandate as per Terms of Reference	The Volunteer Leadership Conference Planning Committee (VLPC) is responsible for organizing an annual conference, to be held in conjunction with PEO's Annual General Meeting, that would involve both chapter and committee volunteer leaders and include topics related to PEO policy, governance issues, regulatory process and leadership development with a <u>VLPC Terms of Reference</u>	
Composition	The VLPC 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.	
VLPC Members (appointed to role)		Contributing From / To
Chair	<i>Councillor Turnbull (2016) (RCC representative)*</i>	2015 - AGM 2017
Vice Chair	<i>Chris Kan (2016) (ACV representative)*</i>	2014 - AGM 2017
	President Comrie (EXE representative)	2014 - AGM 2017
	Márta Ecsedi (ACV representative)	2016 - AGM 2017
	Noubar Takessian (RCC representative)	2016 - AGM 2017
Council Liaison	President Comrie	2015
Committee Advisors	Fern Gonçalves - Director, People Development	2014
	Matthew Ng - Manager, Chapters	2014
Staff Support	Viktoria Aleksandrova - Committee Coordinator	2014

**Chair / Vice Chair continue pending election in 2017*

Section 3: Regional Committees

East Central Regional Congress Committee		
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
Composition	<i>14 members: two (2) Regional Councillors , two (2) official delegates per each of the six (6) Chapters within the East Central Region.</i>	
Members (appointed to role)		Contributing From / To
Chair	Councillor Sadr (2016)	2013 - AGM 2017
Vice Chair	Councillor Takessian (2016)	2016 - AGM 2018
	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
Council Liaison	Councillor Sadr	2016
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Eastern Regional Congress Committee		
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

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

Composition	<i>16 members: two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the Eastern Region.</i>	
Members (appointed to role)		Contributing From / To
Chair	Vice-president (appointed) Brown (2016)	2013 - AGM 2017
Vice Chair	Councillor Boone (2016)	2016 - AGM 2018
	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
Council Liaison	Vice-president (appointed) Brown	2016
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Northern Regional Congress Committee		
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
Composition	<i>16 members: two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the Northern Region.</i>	
Members (appointed to role)		Contributing From / To
Chair	Councillor Preley (2016)	2015 - AGM 2017
Vice Chair	Councillor Wesa (2016)	2011/15, 2016 - AGM 2018
	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
Council Liaison	Councillor Preley	2016
Committee Advisor	Matthew Ng - Manager, Chapters	2007

West Central Regional Congress Committee		
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
Composition	<i>16 members: Two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the West Central Region.</i>	
Members (appointed to role)		Contributing From / To
Chair	Councillor Turnbull (2016)	2015 - AGM 2017
Vice Chair	Councillor Chui (2016)	2012 - AGM 2018
	Brampton Chapter delegates (2)	n/a
	Etobicoke Chapter delegates (2)	n/a
	Kingsway Chapter delegates (2)	n/a

New appointments are in **bold**.

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	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
Council Liaison	Councillor Turnbull	2016
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Western Regional Congress Committee		
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
Composition	20 members: Two (2) Regional Councillors, two (2) official delegates per each of the nine (9) chapters within the Western Region.	
	Members (appointed to role)	Contributing From / To
Chair	Councillor Kuczera (2016)	2013 - AGM 2017
Vice Chair	Councillor Houghton (2016)	2016 - AGM 2018
	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
Council Liaison	Councillor Kuczera	2016
Committee Advisor	Matthew Ng - Manager, Chapters	2007

East Central Regional Election and Search Committee – (RESC)		
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of East Central Region Councillor.	
Composition	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.	
	Members (appointed to role)	Contributing From / To
Chair	Councillor Takessian (2016)	2016 - AGM 2018
	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
Council Liaison	Councillor Takessian	2016
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Eastern Regional Election and Search Committee – (RESC)		
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of Eastern Region Councillor.	
Composition	<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>	
Members (appointed to role)		Contributing From / To
Chair	Councillor Boone (2016)	2016 - AGM 2018
	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
Council Liaison	Councillor Boone	2016
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Northern Regional Election and Search Committee – (RESC)		
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of Northern Region Councillor.	
Composition	<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>	
Members (appointed to role)		Contributing From / To
Chair	Councillor Wesa (2016)	2016 - AGM 2018
	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
Council Liaison	Councillor Wesa	2016
Committee Advisor	Matthew Ng - Manager, Chapters	2007

West Central Regional Election and Search Committee – (RESC)		
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of West Central Region Councillor.	
Composition	<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>	
Members (appointed to role)		Contributing From / To
Chair	Councillor Chui (2016)	2012 - AGM 2018

New appointments are in **bold**.

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	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
Council Liaison	Councillor Chui	2016
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Western Regional Election and Search Committee – (RESC)		
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of East Central Region Councillor.	
Composition	<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>	
	Members (appointed to role)	Contributing From / To
Chair	Councillor Houghton (2016)	2016 - AGM 2018
	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
Council Liaison	Councillor Houghton	2016
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Section 4: Task Forces

Continuing Professional Competence Program (CP)² Task Force		
Mandate as per Terms of Reference	This task force, with the assistance of staff and external resources (if needed), is expected to provide to Council a plan for a continuing professional development program that can be successfully implemented and is consistent with the aims of the Association.	
	<u>CP2 Terms of Reference</u>	
	CP² TF Members (appointed to role)	Contributing From / To
Chair	Annette Bergeron (2016)	2016 - Dec 2017
Vice Chair	TBD	
	David Brown	2016 - Dec 2017
	Rick Hohendorf	2016 - Dec 2017
	Tyler Ing	2016 - Dec 2017
	Roger Jones	2016 - Dec 2017
	Changiz Sadr	2016 - Dec 2017

New appointments are in **bold**.

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	Marilyn Spink	2016 - Dec 2017
	Warren Turnbull	2016 - Dec 2017
Council Liaison	Councillor Turnbull	2016
Committee Advisor	Bernard Ennis - Director, Policy and Professional Affairs	2016

Council Composition Task Force (CCTF)		
Mandate as per Terms of Reference	This task force examines Council size and composition.	
	<u>CCTF Terms of Reference</u>	
CCTF Members (appointed to role)		Contributing From / To
Chair	Wayne Kershaw (2016)	2016 - TBD
Vice Chair	Councillor Jones (2016)	2016 - AGM 2017
	LGA Councillor Kirkby	2016 - AGM 2017
	LGA Councillor Lederman	2016 - AGM 2017
	Annette Bergeron	2016 - TBD
	Sabrina Dias	2016 - TBD
Council Liaison	TBD	
Committee Advisor	Scott Clark - Chief Administrative Officer	2016
Staff Support	Ralph Martin - Manager, Secretariat	2016

Council Term Limits (CTL) Task Force		
Mandate as per Terms of Reference	This task force examines the issues of term limits for all Council positions including an analysis of practices at other self-regulating association in Ontario and other engineering association across the country; examines the issue of succession planning for all Council positions. It is expected to provide a report to Council no later than at its February 2017 meeting detailing pros, cons, principles and recommendations regarding term limits and succession planning for all Council positions. The draft will be circulated to the Central Election and Search Committee (CESC), Human Resources Committee (HRC) and Legislation Committee (LEC) for peer review prior to submission to Council.	
	<u>CTL Terms of Reference</u>	
CTL TF Members (appointed to role)		Contributing From / To
Chair	Rob Willson (2016)	2016 - Feb 2017
Vice Chair	Nancy Hill (2016)	2016 - Feb 2017
	Paul Ballantyne	2016 - Feb 2017
	Len King	2016 - Feb 2017
	Martha Stauch	2016 - Feb 2017
	Michael Wesa	2016 - Feb 2017
Council Liaison	Councillor Wesa	2016
Committee Advisor	Scott Clark - Chief Administrative Officer	2016
Staff Support	Ralph Martin - Manager, Secretariat	2016

New appointments are in **bold**.

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Emerging Disciplines Task Force (EDTF)		
Mandate as per Terms of Reference	To develop a clear understanding of emerging engineering practices (Established by Council Motion, March 28, 2008)	
	<u>EDTF Terms of Reference</u>	
EDTF Members (appointed to role)		Contributing From / To
Chair	Peter DeVita (2008)	2008 - Dec 2017
Vice Chairs	George Comrie (2010)	2008 - Dec 2017
	Argyrios (Gerry) Margaritis (2010)	2008 - Dec 2017
	Laura Deakin	2010 - Dec 2017
	James Finch	2008 - Dec 2017
	Brian Haydon (Canadian Standards Association)	2012 - Dec 2017
	Roger Jones	2010 - Dec 2017
	Yuri Kuzyk	2008 - Dec 2017
	Tyson Macaulay	2009 - Dec 2017
	Ian Marsland	2011 - Dec 2017
Observers	<i>Corneliu Chisu (member 2010-2012)</i>	<i>since 2012</i>
	<i>Alana Lavoie (Engineers Canada)</i>	<i>since 2010</i>
	<i>Tze-Wei (John) Yeow (member 2009-2012)</i>	<i>since 2012</i>
Council Liaison	Councillor Jones	2013 - AGM 2017
Committee Advisor	Jordan Max - Manager, Policy	2008

PEO National Framework Task Force (NFTF)		
Mandate as per Terms of Reference	1. To explore the potential value to the public and profession of a national framework; 2. To participate in the development of PEO's position on a national framework for licensure; and 3. To support the active participation of the CEO/Registrar or designate and the two PEO National Framework Task Force members as representatives of PEO on the Canadian National Framework Task Force.	
	<u>NFTF Terms of Reference</u>	
PEO NFTF Members (appointed to role)		Contributing From / To
Chair	Diane Freeman* (2010)	2009 - Dec 2017
Vice Chair	Christian Bellini (2010) (ERC)	2010 - Dec 2017
	Roydon Fraser (ARC, LEC & DIC)	2010 - Dec 2017
	Ross L. Judd (ARC)	2009 - Dec 2017
	Brian Ross (PSC)	2017 - Dec 2017
	Virendra Sahni (REC)	2017 - Dec 2017
	TBD (COC)	
	Kathryn Sutherland* (ex-officio member)	2009 - Dec 2017
Council Liaison	Christian Bellini	2016
Committee Advisor	Johnny Zuccon - Deputy Registrar, Tribunals & Regulatory Affairs	2012

* PEO's designated representatives on the Canadian National Framework Task Force.

New appointments are in **bold**.

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Section 5: External Appointments

Building Code Technical Advisory Committee (BC TAC)		Term End
Randal Brown	(re-appointed September 2010)	No term
Vincent Chu	(re-appointed September 2010)	No term

Canadian Engineering Accreditation Board (CEAB) - PEO's representative		Term
Bob Dony	(appointed Nov 2013)	Nov 2013 - June 31, 2017

Canadian Engineering Accreditation Board (CEAB) - General visitors		Visit date
Márta Ecsedi	York University	January 2017
Santosh Gupta	University of Western Ontario	January 2017
Changiz Sadr	Conestoga College Institute of Technology and Advanced	February 2017

Canadian Engineering Qualifications Board (CEQB) - PEO's representative		Term
Roydon Fraser	(appointed Feb 2014)	July 1, 2014 - June 30, 2017

Canadian National Exhibition Association (CNEA)		Term End
John Turner (2011, re-appointed 2015/2016)		Oct 2017

Engineers, Architects and Building Officials (EABO) Committee		Term End
Mark Bendix	(appointed September 2011)	TBD
David Dengler	(re-appointed September 2011)	TBD
Chris Roney	(appointed September 2011)	TBD

Engineers Canada - Board of Directors		Term End
Annette Bergeron	(appointed as of March 2014)	AGM 2017
George Comrie	(appointed as of March 2014)	AGM 2017
Chris Roney	(appointed as of May 2011)	May 2018
Rakesh Shreewastav	(appointed as of June 2013, re-appointed as of AGM 2016)	AGM 2019
David Brown	(appointed as of AGM 2016)	AGM 2019

Engineers Canada - Competency-Based Project Steering Committee		Term End
Michael Price	(appointed as of March 2011)	TBD

Engineers Canada - Engineering Instruction & Accreditation Consultation Group		Term End
Gerard McDonald	(appointed as of October 2015)	TBD

Greater Toronto Airports Authority (GTAA)		Term End
Kathy Milsom	(appointed as of May 2013, re-appointed in 2016)	May 2019

National Engineering Month Ontario Steering Committee (NEMOSC)		Term End
George Comrie		TBD

New appointments are in **bold**.

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National Women and Aboriginal Committee - Association of Professional Engineers and Geoscientists of Alberta (APEGA)		Term End
Valerie Davidson	(appointed July 2012)	TBD

Ontario Association of Certified Engineering Technicians and Technologists (OACETT) Board		Term End
Changiz Sadr	(appointed June 2013, re-appointed Feb 2015)	June 2017

Ontario Society of Professional Engineers (OSPE) Advocacy Priorities Committee		Term End
Councillor Jones	(appointed as of 2016 AGM)	AGM 2017

2017 PEO Annual Committees and Task Forces Membership Roster

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New appointments are in **bold**.

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

CONSENT AGENDA

Purpose: To approve the items contained in the consent agenda

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

That the consent agenda be approved.

Prepared by: Dale Power, Secretariat Administrator

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

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

Please review the minutes ahead of time for errors or omissions and advise Dale Power (416-840-1130 or dpower@peo.on.ca) if there are any required revisions prior to the meeting so that the minutes, when presented, may be considered within the consent agenda.

The following items are contained in the consent agenda:

- 3.1 Minutes – 245th Executive Committee meeting – July 21, 2016
- 3.2 Minutes – 508th Council meeting – September 23, 2016
- 3.3 Approval of CEDC Applications
- 3.4 Committees and Task Forces Human Resources and Work Plans
- 3.5 Revised Terms of Reference for the Joint Relations Committee

MINUTES – 245th Executive Committee – July 21, 2016

Purpose – To ratify the minutes of the 245th Executive Committee meeting

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

That the minutes of the 245th meeting of the Executive Committee, held on July 21, 2016, as presented to the meeting at C-509-3.1, Appendix A, be ratified.

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

In accordance with best business practices, Council should formally record its consent to the actions taken by the Executive Committee.

The Executive Committee, at its meeting held July 21, 2016, confirmed that the attached minutes from the 245th meeting of the Executive Committee, held July 21, 2016, accurately reflect the business transacted at that meeting.

2. Current Policy

It is PEO convention that Council ratify minutes of Executive Committee meetings.

3. Appendices

- Appendix A – Minutes of the 245th Meeting of the Executive Committee



Minutes

The 245th Meeting of the EXECUTIVE COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held on Thursday, July 21, 2016 at 7:00 p.m.

Present: G. Comrie, P.Eng., President and Chair
T. Chong, P.Eng., Past President
B. Dony, P.Eng., President-elect
D. Brown, P.Eng., Vice-President (appointed)
C. Sadr, P.Eng.
M. Spink, P.Eng.

Staff: G. McDonald, P.Eng., Registrar
S. W. Clark, LL.B
M. Price, P.Eng.
F. Goncalves
Z. Sarmento
D. Smith
R. Martin
D. Power

Regrets: P. J. Quinn, P.Eng., Vice-President (elected)

CALL TO ORDER

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

14-71

APPROVAL OF AGENDA

Moved by Councillor Spink, seconded by Past President Chong:

That:

- a) the agenda, as presented to the meeting at E-245-1.1, Appendix A, be approved, and**
- b) the Chair be authorized to suspend the regular order of business.**

CARRIED

14-72

MINUTES – 244th EXECUTIVE COMMITTEE MEETING – APRIL 5, 2016

The Executive Committee reviewed the minutes of the 244th EXE Committee meeting held April 5, 2016.

Moved by Councillor Spink, seconded by Councillor Sadr:

That the minutes of the 244th open session meeting of the Executive Committee, held on April 5, 2016, as presented to and amended at the meeting at E-245-2.1, Appendix A, accurately reflect the business transacted at that meeting.

**14-73
PEER REVIEW OF ACTION ITEMS FOR
COUNCIL RETREAT SESSION 2 –
STRATEGIC PLAN – PROCESS OVERVIEW**

The committee reviewed the proposed decision briefing note and Appendix A to be brought forward to Council at the September Council meeting, making changes to Appendix A. The following feedback was received:

- Greater clarity regarding the word “growth”
- Future strategic plans should be more regulatory, less operational
- Expand elements of PEO to partners and government regarding input stage of the process (under Balanced Input section)
- Define “community” (public and shareholders) in first paragraph of Appendix A

There was discussion regarding strategies that are not completed by the final year of the strategic plan. Registrar McDonald advised that if some elements of the old plan remain relevant they will be included in the new strategic plan.

Registrar McDonald advised that the feedback received would be incorporated into the Briefing Note and Appendix that is submitted to Council in September.

**14-74
PEER REVIEW OF ACTION ITEMS FOR
COUNCIL RETREAT SESSION 3 – COUNCIL
EVALUATION SURVEY**

The committee reviewed the proposed decision briefing note to be brought forward to Council at the September Council meeting and made changes.

The motion to be presented to Council will read as follows “That Council direct the Human Resources Committee to undertake a Council evaluation survey in 2016 and provide a report with recommendations to Council based on the results of that survey.” This motion will be moved by Councillor Spink.

Item 2. Proposed Action/Recommendations to be amended to read” “That Council direct the HRC to undertake a follow-up Council evaluation survey in 2016 and to provide Council with a report with recommendations.”

A third bullet will be added under item 3. Next Steps as follows: “HRC will develop recommendations for Council consideration based on the 2016 Council evaluation survey results. “

**14-75
PEER REVIEW OF ACTION ITEMS FOR
COUNCIL RETREAT SESSION 4 – RIGHT TO
PRACTICE ADVERTISING CAMPAIGN –
PROCESS REVIEW**

The committee reviewed the proposed decision briefing note and Appendix A to be brought forward to Council at the September Council meeting and made changes to both documents.

It was agreed that the word “advertising” should be replaced with “public information” or “public awareness” regarding the campaign. Incorporate into the Briefing Note to Council under 1. Need for PEO Action Object 4 in the Professional Engineers Act “To promote public awareness of the role of the Association.”

Action: The revised Briefing Note will be circulated to all Executive Committee members for review prior to inclusion in the September Council agenda package.

**14-76
PEER REVIEW OF COUNCIL
COMPOSITION TERMS OF REFERENCE**

The committee reviewed the proposed decision briefing note and Appendices to be brought forward to Council at the September Council meeting, making changes to Appendix A – Terms of Reference and Appendix C – List of Candidates for the Council Composition Task Force.

It was agreed to revise the Constituency, Number and Qualifications of Committee/Task Force Members under the Terms of Reference for the Council Composition Task Force to read “The task force shall consist of six (6) members with at least three current or former PEO Councillors, including a current or former lay LGA and up to three PEO members-at-large .”

Following discussion regarding experience requirements for the task force it was agreed that the call for candidates would be sent to the PEO membership at large stating that PEO volunteer experience or other governance experience with other external bodies will be seen as an asset. The Human Resource Committee will screen and shortlist the candidates for recommendation to Council.

**14-77
FRAMEWORK FOR REGULATION
CONSULTATION**

The committee reviewed the information briefing note and Appendix to discuss how best to respond to the Engineer’s Canada request for comments on the 13 new elements of the framework for regulation which have been posted on their website. It was agreed that the National Framework Task Force (NFTF), chaired by Diane Freeman, is the best vehicle to provide comment on the 13 new elements on PEO’s behalf.

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

That the Executive Committee move in camera.

CARRIED

**14-78
IN-CAMERA SESSION**

While in-camera, the Executive Committee:

- a) Verified the in-camera minutes of the 244th Executive Committee meeting held April 5, 2016.

Moved by Councillor Sadr, seconded by Councillor Spink:

That the Executive Committee return to open session.

CARRIED

14-79

Vice-President Brown referred to the June 2-4, 2016 PEO Council

EXECUTIVE COMMITTEE ITEMS

Retreat and the section in the report dealing with Meeting Session 1 – (CP)² Implementation Plan which was very comprehensive and requested that these notes be shared with the (CP)² Task Force.

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

That only the notes from the June 2-4, 2016 Council Retreat regarding Meeting Session 1 – (CP)² Implementation Plan be released to all (CP)² Task Force members.

CARRIED

There being no further business, the meeting concluded.

These minutes consist of minutes 14-71 to 14-79 inclusive and four pages.

G. Comrie, P.Eng., President

G. McDonald, P.Eng., Registrar

OPEN SESSION MINUTES – 508th Council Meeting – September 23, 2016

Purpose: To record that the minutes of the open session of the 508th 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 508th meeting of Council, held September 23, 2016, as presented to the meeting at C-509-3.2, 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 – 508th Council open session meeting – September 23, 2016



Minutes

The 508th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at PEO Offices, 40 Sheppard Avenue West, Toronto, Ontario on Friday, September 23, 2016 at 9:00 a.m.

Present: G. Comrie, P.Eng., President and Chair
T. Chong, P.Eng., Past President
B.Dony, P.Eng., President-elect
D. Brown, P.Eng., Vice-President (Appointed)
C. Bellini, P.Eng.
G. Boone, P.Eng.
M. Chan, P.Eng.
R. A. Fraser, P.Eng.
R. Hilton, P.Eng.
G. Houghton, P.Eng.
R. Jones, P.Eng.
T. Kirkby, P.Eng.
B. Koska
E. Kuczera, P.Eng.
L. Lederman, Q.C.
M. Long-Irwin
D. Preley, P.Eng.
N. Rush, C.E.T.
C. Sadr, P.Eng.
R.K. Shreewastav, P.Eng. [via teleconference]
M. Spink, P.Eng.
N. Takessian, P.Eng.
W. Turnbull, P.Eng.
M. Wesa, P.Eng.

Regrets: D. Chui, P.Eng.
P. J. Quinn, P.Eng., Vice President (Elected)

Staff: G. McDonald, P.Eng., Registrar
S.W. Clark, LL.B.
L. Latham, P.Eng.
C. Mehta [11685 – 11694 only]
Z. Sarmiento [11685 – 11694 only]
D. Smith
J. Zuccon, P.Eng.
R. Martin
D. Power

- Guests:
- A. Bergeron, PEO Director, Engineers Canada [minutes 11685 -11711]
 - H. Brown, Brown & Cohen [minutes 11685-11711]
 - M. Monette, President and Chair, OSPE [minutes 11685 – 11711]
 - R. Gupta, Vice-Chair, Finance Committee [minutes 11685 – 11711]
 - L. McCumber, Ministry of Environment & Climate Change [minutes 11708 – 11711]

On Thursday evening, Council held a plenary session to discuss proposed Board Committee and Council Liaison Appointments Processes, Accreditation Update and In-Camera Potential Act Changes.

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

CALL TO ORDER

Notice having been given and a quorum being present, the Chair called the meeting to order. New Councillors Michael Chan, Tim Kirkby, Lew Lederman and Nadine Rush were invited to provide Council with a brief introduction about themselves.

**11685
APPROVAL OF AGENDA**

Moved by Councillor Takessian, seconded by Councillor Kuczera:

That:

- a. the agenda, as presented to the meeting at C-508-1.1, Appendix A be approved, and**
- b. the Chair be authorized to suspend the regular order of business.**

CARRIED

**11686
PRESIDENT/REGISTRAR'S REPORT**

President Comrie provided an update on his most recent activities.

Registrar McDonald advised that his most recent Registrar's Update had been sent to Council. He responded to a query regarding a recent security incident involving a member.

**11687
2017 OPERATING BUDGET**

Councillor Jones thanked the Finance staff for their diligent preparation of the operating and capital budgets. He also thanked Mr. R. Gupta for his forensic analysis. Councillor Jones advised that the Finance Committee would be revisiting key areas of the budget, including payroll and chapters, prior to presenting the 2017 operating budget to Council for approval in November. He invited Councillors to submit any budget related comments to the Finance Committee.

Councillor Wesa noted that having a representative from the Finance Committee present during RCC budget discussions would be very helpful in clarifying regional expenses, including rationale.

Vice-President Brown referred to the PEO employee defined benefit plan and the need for an investment strategy to improve the annualized return since the plan is currently running a deficit. President Comrie advised that he would look into the steps that are being taken and report back to Council.

In response to a query from Councillor Spink regarding the staffing budget for Regulatory Compliance budget which seems low at just \$437,925 considering PEO's core role, Registrar McDonald explained that the budgeted amount is based on the number of complaints that are received.

Councillor Wesa asked about the approval of additional expenses related to the 2017 Annual General Meeting in Thunder Bay since planning is well underway with the signing of contracts, etc. Registrar McDonald advised that the additional expenses were included in the proposed 2017 budget.

Moved by Councillor Jones, seconded by Past President Chong:

That Council receives the Draft 2017 Operating Budget as presented to the meeting at C-508-2.1, Appendices A, B and C.

CARRIED

**11688
2017 CAPITAL BUDGET**

Councillor Jones commended Mr. Clark and his team for their efforts in the leasing out of office space.

Moved by Councillor Jones, seconded by Past President Chong:

That Council receives the Draft 2017 Capital Budget as presented to the meeting at C-508-2.2, Appendix A.

CARRIED

**11689
PROPOSAL TO CREATE: USE OF THE
PROFESSIONAL ENGINEER'S SEAL
SUBCOMMITTEE**

The current guideline for the "*Use of the Professional Engineer's Seal*" was revised in November 2008 and has not been revised since. In the intervening 8 years there have been numerous changes to the engineering design, modeling, simulation and analysis tools; current engineering practices and the trend towards the elimination of drawings and the adoption of three dimensional models for design, manufacturing and inspection purposes.

Moved by Councillor Jones, seconded by Councillor Fraser:

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

CARRIED

**11690
COUNCIL RETREAT FOLLOW-UP:**

PEO's current Strategic Plan will terminate at the end of 2017. A new plan is required for the 2018-2020 period and a process to develop and

STRATEGIC PLAN – PROCESS REVIEW

achieve this plan should be approved by Council.

At the Council Retreat on June 3, 2016 Registrar McDonald facilitated a discussion on the process which could be followed to guide the implementation of PEO's next Strategic Plan. Registrar McDonald advised that there is opportunity to amend the Strategic Plan as necessary.

Moved by President-Elect Dony, seconded by Councillor Takessian:

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

CARRIED

11691 COUNCIL RETREAT FOLLOW-UP: COUNCIL EVALUATION SURVEY

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

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

Moved by Councillor Spink, seconded by Councillor Sadr:

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

CARRIED

11692 COUNCIL RETREAT FOLLOW-UP: PUBLIC INFORMATION CAMPAIGN

Registrar McDonald, in response to a query, confirmed that the proposed public information campaign aligns with Strategic Objective 13 which is "Public respect for the role of PEO is increased in accordance with the objects of the *Professional Engineers Act* under the 2015-17 Strategic Plan."

Councillor Spink advised that the proposed budget of \$100,000 would be used to create a Terms of Reference for the development of a plan for the public information campaign.

Moved by Councillor Spink, seconded by Councillor Fraser:

That Council direct the Registrar to develop terms of reference and

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

Moved by Councillor Jones, seconded by Councillor Takessian:

That the main motion be amended to read:

That Council direct the Registrar to develop terms of reference and propose members for a task force to examine a potential public information campaign based on the value proposition of professional engineering.

MAIN MOTION AS AMENDED DEFEATED

Council then considered the original motion.

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

CARRIED

**11693
COMMITTEE VOLUNTEER TERM LIMITS**

A strategic objective of the approved 2015 – 17 Strategic Plan is the PEO conduct a gap analysis of committee length of service, term limits and turnover rate.

The Advisory Committee on Volunteers (ACV) was requested by the Human Resources Committee (HRC) to undertake the development of guidelines for term limits for PEO's committees and succession plan for the role of committee chair.

Councillor Bellini advised that this matter was reviewed by ACV and that the committee strongly supports succession planning and term limits. The committee is comfortable with the proposal since there is flexibility in setting out the length of service and maximum term limits for chair, vice chair and members so that each committee can meet the roles they serve. He did note, however, that ACV sees itself as having an advisory rather than an enforcement role. President Comrie noted that ultimately it is Council that would deal with non-compliance issues in this regard.

Moved by Vice-President Brown, seconded by President-Elect Dony:

- 1. That Council approve the revised Terms of Reference template**

as presented at the meeting at C-508-2.8, Appendix A, to require committees to indicate the length of service and maximum term limits for chair, vice chair and members.

2. That Council direct all committees to revise their Terms of Reference in accordance with the Terms of Reference template as presented at the meeting at C-508-2.8, Appendix A, requiring committees to indicate the length of service and maximum term limits for chair, vice chair and members by March 31, 2017.
3. That Council direct the Advisory Committee on Volunteers to provide all Committee Chairs and Staff Advisors with information regarding the requirement to incorporate 'term limits' into the Terms of Reference document by March 2017 to facilitate committee succession planning and encourage each committee to consider appropriate term limits for its members to provide for turnover and ensure continuity.
4. That Council direct the Advisory Committee on Volunteers to amend the HR Plan template to include a requirement for succession planning.
5. That Council direct People Development staff to conduct an annual compliance analysis of the implementation process, for review by the Advisory Committee on Volunteers, and forward a report to the Human Resources Committee.

CARRIED

**11694
BOARD COMMITTEE AND COUNCIL
LIAISON – APPOINTMENT PROCESS**

Traditionally the appointment of Councillors to Board Committees had required that Councillors express their preference for serving on a Board Committee at least three weeks prior to the AGM Council meeting and at the meeting. Councillors vote to fill Board Committees positions. Concerns expressed with the current process include being seen as a popularity contest; can result in an uneven workload distribution for Councillors; can disrupt continuity on Board Committees and may leave new Councillors with no role.

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

Amendments to the Board Committee and Council Liaison Appointment process, to be implemented by the Human Resources Committee, were presented to Council for approval.

Moved by Councillor Spink, seconded by Councillor Takessian:

That Council approve the process for the appointment of Councillors to Board Committees as presented at the meeting at C-508-2.9, Appendix A.

CARRIED
Recorded Vote

For

C. Bellini
D. Brown
M. Chan
T. Chong
B. Dony
R. Hilton
R. Jones
T. Kirkby
L. Lederman
M. Long-Irwin
D. Preley
N. Rush
M. Spink
N. Takessian
W. Turnbull
M. Wesa

Against

G. Boone
R. Fraser
G. Houghton
B. Kossta
E. Kuczera
C. Sadr

Moved by Councillor Spink, seconded by Councillor Takessian:

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

CARRIED

**11695
REVISIONS TO COMMITTEES AND TASK
FORCE POLICY REFERENCE GUIDE**

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

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

The above changes to the Committees and Task Forces Policy – Reference Guide were approved by the Advisory Committee on Volunteers (ACV) at their meeting on December 3, 2015. The proposed

changes were submitted for peer-review to the Human Resources Committee (HRC) and were approved at their meeting on July 21, 2016.

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

Councillor Fraser noted a technicality wherein the proposed wording refers to the first meeting of the year and sets a deadline of January 31 to elect a Chair and Vice-Chair. He noted that some committees and task forces may not meet until the second month of the year and the wording therefore should be revised to read “the first meeting in the coming year.” This change was agreed to by consensus.

Councillor Fraser referred to page 5 of Appendix A – Proposed Changes to *Committees & Task Forces Policy – Reference Guide* and requested a change in Section 5: Role of Committee/Task Force Members by replacing “People Development” with “the Registrar” so that the proposed change reads “The resignation is effective the date identified by the member. The Committee Advisor is responsible for confirming the receipt of the resignation and forwarding a copy of the resignation letter to the Registrar.” This change was agreed to by consensus.

Moved by Councillor Bellini, seconded by Councillor Sadr:

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

CARRIED

**11696
RESCINDING MEMBER IN GOOD
STANDING DEFINITION REGULATION
CHANGE**

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

“As recommended and by consensus, it was agreed that the Legislation Committee be directed to use its regulation-making powers to amend Regulation 941 to include a definition of “member in good standing”.

Following this, and under its mandate, the Legislation Committee reviewed those minutes and determined that without an Act change, Council does not have a regulation-making authority under the Act to define a “member in good standing”, and that moreover, the introduction of a definition of “member in good standing” is not necessary to achieve the objective as it relates to Council members (to

preclude or dismiss due to outstanding amount owed to PEO that are not excused by the Registrar or directed by an Ontario court).

Section 9 of Regulation 941 can only be amended to include conditions for Council election or disqualification, pursuant to the authority provided in section 7(1)2 and 3 under the *Professional Engineers Act*. Other than a fine imposed by the Discipline Committee under its powers in section 28(4)(j), PEO only has authority with regard to fees payable for an annual licence, application, examination, registration, or reinstatement, as prescribed by the regulations or by-laws.

Under section 22(1), the Registrar only has the authority to cancel a licence for non-payment of a fee prescribed by the regulations or by-laws. Since under section 5 of the Act, a member is someone who holds a valid licence, that membership can only be cancelled if their licence is cancelled by the Registrar for non-payment of a fee prescribed by the regulations or by-laws, or subject to a revocation by the Discipline Committee. Membership cannot otherwise be infringed or limited in any way, regardless of cause such as outstanding payments owed to the Association if they have paid their annual licence fees.

In addition, the LEC has determined that a regulation amendment is neither possible nor necessary to deal with suspending members from serving in a fiduciary capacity on any PEO committee or Chapter board. This could be accomplished by amending the Committees and Task Forces Policy, or by amending specific committee Terms of Reference and Chapter by-laws.

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

Moved by Councillor Kuczera, seconded by President-Elect Dony:

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

CARRIED

**11697
CONSENT AGENDA**

Moved by Councillor Jones, seconded by Councillor Kuczera:

That the Consent Agenda be approved.

CARRIED

Included on the consent agenda:

- 3.1 Minutes – 244th EXE Committee meeting – April 5, 2016
- 3.2 Minutes – 507th Council meeting – June 24, 2016

- 3.3 Approval of CEDC Applications
- 3.4 Changes to Committees/Task Forces Roster
- 3.5 Legislative Committee and Human Resources Committee Work Plans
- 3.6 Volunteer Leadership Conference Planning Committee (VLCPC) Terms of Reference

[Note: minutes 11698 to 11703 reflect the motions provided in the briefing notes presented to the meeting.]

**11698
MINUTES – 244th EXECUTIVE COMMITTEE
MEETING – APRIL 5, 2016**

That the minutes of the open session of the 244th meeting of the Executive Committee, held on April 5, 2016 as presented to the meeting at C-508-3.1, Appendix A be ratified.

CARRIED

**11699
MINUTES – 507th COUNCIL MEETING –
JUNE 24, 2016**

That the minutes of the open session of the 507th meeting of Council, held on June 24, 2016 as presented to the meeting at C-508-3.2, Appendix A, and as amended, accurately reflect the business transacted at that meeting.

CARRIED

**11700
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-508-3.3, Appendix A, Section 1.**
- 2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-508-3.3, Appendix A, Section 2.**
- 3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-508-3.3, Appendix A, Section 3.**

CARRIED

**11701
CHANGES TO COMMITTEES/TASK FORCES
ROSTER**

That Council approve changes to the 2016 PEO Committees and Task Forces Membership Roster as presented at C-508-3.4, Appendix A.

CARRIED

**11702
COMMITTEE WORK PLANS – LEGISLATIVE
COMMITTEE (LEC) AND HUMAN
RESOURCES COMMITTEE (HRC)**

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

CARRIED

**11703
VOLUNTEER LEADERSHIP CONFERENCE**

That Council approve the Volunteer Leadership Conference Planning Committee (VLCPC) Terms of Reference as presented to the meeting at

**11704
LEGISLATION COMMITTEE UPDATE**

Councillor Kuczera reported that the Legislation Committee meets on a monthly basis. The committee has provided an updated Table of References for engineers and engineering in other Ontario statutes with live hyperlinks which are now posted on PEO's website page for Act, Regulations and Bylaws. This will assist practitioners in identifying their responsibility and rules relating to their work found in statutes and regulations other than the Professional Engineers Act.

The committee is still awaiting further notice from the Attorney General's policy staff regarding which of PEO's proposals that were passed by Council in February 2016 will be included in future regulation changes related to the Belanger Commission's recommendations and when the regulation changes will take place. The committee is ready to review the draft legislation when the opportunity arises.

The committee, in August, received a presentation from the Chair of the Registration Committee on their proposal to amend the Act to remove the 30 day deadline to schedule hearings. The Legislation Committee discussed the proposal but ultimately decided not to recommend an Act change based on the evidence presented.

**11705
STRATEGIC PLAN UPDATE**

Registrar McDonald advised that, in summary, as of September 9, 2016, of the 116 Strategies identified in the Strategic Plan, 62 have been completed, 54 are in progress and zero have yet to commence.

In terms of activities associated with specific strategies, 80% of these have been completed, another 15% of the activities are in progress and another 6% are yet to commence.

There were no questions or comments.

**11706
REGIONAL CONGRESS UPDATE**

Councillor Sadr advised that, further to earlier discussion regarding the 2017 operating budget as it related to chapters, he wished to clarify that the 13.7% budget increase was for the entire chapter office expenditure, not the chapter allotments. The increase for chapter allotments is 6.7%.

Councillor Sadr advised that one of the open issues that came to RCC was from the Northern Region requesting an increase in scholarship funding. Many chapters advised that the scholarship was generating minimal interest due to the amount which is \$1,000. Northern Region requested an increase to \$2,000. Following discussion it was the decision of RCC to increase the scholarship amount by \$500 and that the new scholarship amount of \$1,500 for each Chapter is included in the 13.7% budget increase noted above.

**11707
(CP)² UPDATE**

The next RCC meeting is scheduled for November 5, 2016 in London.

In addition to the summary of recent task force activities provided in the agenda package an additional update was distributed at the meeting.

Councillor Turnbull advised that two focus group sessions were held in July for the purpose of receiving feedback on the functionality and content of the beta site practice environment questionnaire. The participants provided considerable feedback that was used by the task force and staff to revise not only the website but also the program concept and the communication plan. He further advised that all Council members had received a copy of the questionnaire prior to the Council meeting and were asked to complete it prior to the meeting. He asked for feedback.

Councillor Wesa suggested warm up questions prior to the first question "Are you practicing?" because some engineers feel that if they are not stamping they are not practicing which is wrong. Councillor Preley noted that adding some introductory information would alleviate some confusion regarding the first question. Councillor Turnbull advised that he would pass this on to the (CP)² Task Force. He further advised that the next step is to continue piloting the questionnaire by rolling out the website to more members in the fall. That rollout will be done in conjunction with an enhanced communication program, Practice Environment and Knowledge ("PEAK"), that focuses on explaining the importance of these two core elements of the program.

Councillor Turnbull advised that now that Council has provided feedback on the questionnaire, other groups, such as chapter leaders, etc., will have the opportunity to provide their feedback. President Comrie encouraged Councillors who have not completed the questionnaire to do so as soon as possible.

Ms. Bergeron discussed next steps advising that the (CP)² Task Force would take the comments of Council into consideration when they met in several weeks. Testing will be rolled out to the entire membership for testing purposes prior to November 2016 to solicit further feedback. This will help inform Council in their decision at the November Council meeting.

Councillor Boone suggested that the data collected during the testing period for the entire membership should be retained; otherwise it is a missed opportunity. Ms. Bergeron replied that following the testing phase and depending on the decision of Council, data collection will start in January for the full year. The testing phase will be used as an opportunity to modify questions if necessary. It will be the recommendation of the task force in its final report to Council that the program goes live in January 2017.

Councillor Fraser recommended that the time members spend

**11708
PROPOSAL TO CREATE: EMISSION
SUMMARY AND DISPERSION MODEL
(ESDM) SUBCOMMITTEE**

completing the module be monitored. He also pointed out that the site has been inaccessible at times so diligence is required to ensure reliability.

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

President Comrie introduced Lisa McCumber, P.Eng., Senior Engineer, Modernization of Approvals, Ministry of Environment and Climate Change (MOECC) who was invited to provide some background information. He noted that she was a Past Chair of the Mississauga Chapter.

Ms. McCumber provided an overview on the environmental activity and sector registry (EASR) which included a background on the modernization of approvals initiative and approach; what is the Environmental Activity and Sector Registry (EASR); EASR development process; prescribed EASR activities/sections; EASR candidates currently under development and next steps. This was followed by a question and answer period.

Registrar McDonald noted that this initiative is an example of how PEO and government can work together. He applauded Deputy Registrar Zucco, Mr. Vera and Ms. McCumber for moving this forward.

Moved by Councillor Jones, seconded by Past President Chong:

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

CARRIED

**11709
ENGINEERS CANADA UPDATE**

Ms. Bergeron advised that the Engineers Canada Board had not met since the June Council meeting. She provided an update regarding the agenda items for the upcoming Engineers Canada Board meeting which included the Infrastructure Resilience Professional Program. The Engineers Canada Board will be spending part of their open forum session discussing this program.

The Board package contains several national position statements on Infrastructure, Diversity and Inclusion and Climate Change. The Qualifications Board has two new guidelines, one on Sustainable Development and Environmental Stewardship and another on Returning to Active Practice which is of interest to PEO since it is about to request license holders to declare whether they are practicing or non-practicing. There will be a briefing on the OIQ trustees. The Strategic Plan is on the agenda for approval and there will be a Notice of Motion regarding Accreditation to clarify the principle objective of Accreditation.

President Comrie discussed the Linkages Task Force which is looking at the relationship between Engineers Canada and its Board of Directors.

Councillor Shreewastav referred to one other agenda item to be discussed which is Big Picture Thinking – Societal Leadership.

There were no questions or comments.

**11710
STATISTICS – COMPLAINTS, DISCIPLINE,
LICENSING AND REGISTRATION UPDATE**

**11711
COUNCILLOR ITEMS**

OSPE Update

Past President Chong invited Mr. Monette, President and Chair, OSPE, to provide an update.

Moved by Councillor Councillor Sadr, seconded by Councillor Turnbull:

That Council move in-camera.

CARRIED

**11712
IN-CAMERA SESSION**

While in-camera, Council:

- a) ratified the in-camera minutes from the 244th Executive Committee meeting – April 5, 2016;
- b) verified the in-camera minutes from the 507TH meeting of Council held June 24, 2016 as presented;
- c) appointed three additional members to the Central Search and Election Committee;
- d) proposed additional Elliot Lake related Act changes;
- e) approved Terms of Reference – Council Composition Task Force;
- f) received the Complaints Review Councillor Report;
- g) received an HRC Update
- h) received decisions and reasons of the Discipline Committee;
- i) received a legal update on legal actions in which PEO is involved;
- j) noted there were no issues reported regarding PEO's Anti-Workplace Violence and Harassment Policy.

**11713
APPOINTMENT OF THREE ADDITIONAL
MEMBERS TO THE CENTRAL ELECTIONS**

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

AND SEARCH COMMITTEE (CESC)

That:

- a) **Nigel Fung, P.Eng., Juwairia Obaid, P.Eng., and Helen Wojcinski, P.Eng be appointed as the additional members to the 2016-2017 Central Election and Search Committee;**
- b) **that the 2015-2016 Central Election and Search Committee be stood down with thanks at the close of this Council meeting;**
- c) **that the 2016-2017 Central Election and Search Committee be constituted at the close of this Council meeting; and**

CARRIED

11714

**TERMS OF REFERENCE – COUNCIL
COMPOSITION TASK FORCE**

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

1. **That Council approve the Terms of Reference for the Council Composition Task Force as presented at C-508.4.5, Appendix A.**
2. **That Council approve a budget of \$7,500 for the Council Composition Task Force.**
3. **That Council appoint the following members to the Council Composition Task Force, Annette Bergeron, P. Eng., Sabrina Dias, P. Eng., Wayne Kershaw, P. Eng., Tim Kirkby, P. Eng., Lew Lederman, QC, and Roger Jones, P. Eng.**

CARRIED

There being no further business, the meeting concluded.

These minutes consist of fifteen pages and minutes 11685 to 11714 inclusive.

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

G. McDonald, P.Eng., Registrar

Briefing Note – Decision

CONSULTING ENGINEER DESIGNATION APPLICATIONS

Purpose: Under Section 61(2) of Regulation 941 under the *Professional Engineers Act*, the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC is recommending that Council approve the following motions.

Motions 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-509-3.3, Appendix A, Section 1.
2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-509-3.3, Appendix A, Section 2.
3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-509-3.3, Appendix A, Section 3.

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

Moved by: Councillor Christian Bellini, P.Eng.

1. Need for PEO Action

Council needs to accept the recommendations of the Consulting Engineer Designation Committee (CEDC) with respect to the applications submitted for its consideration before the applicants are informed of the PEO’s decision with respect to their application.

2. Proposed Action / Recommendation

That Council approve/deny the applications for designation and redesignation.

3. Next Steps (if motion approved)

The applicants will be advised of Council’s decision with respect to their applications.

4. Peer Review & Process Followed

Process Followed	All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on October 27, 2016.
Council Identified Review	Not applicable. Required by Regulation.
Actual Motion Review	As stated under above process.

5. Appendices

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

To the 509th Meeting of the Council of
Professional Engineers Ontario

REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE

Chair: Eric Nejat, P.Eng.

- 1. The Committee has reviewed the following applications for DESIGNATION and recommends to Council that these 2 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	McIntyre, Mary-Jean	McIntyre Engineering Consultants Ltd.	912 Roshan Dr, Kingston ON, K7P 0B1	49955503
1.2	Neumann, Mike	Planmac Engineering Inc.	80 North Queen Street, Etobicoke ON, M8Z 2C9	90454737

- 2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 43 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	Aly, Mohsen	M.H.D. Engineering Inc.	303-9040 Leslie St, Richmond Hill ON, L4B 3M4	100020281
2.2	Angelis, Robert	Condeland Engineering Ltd.	200-350 Creditstone Rd, Concord ON, L4K 3Z2	10885408
2.3	Balsdon, Jason	ResEnv Consulting Limited	PO Box 490, County Rd 21, Colborne ON, K0K 1S0	2173201
2.4	Bauman, Troy	Robinson Consultants Inc.	111-911 Golf Links Rd, Ancaster ON, L9K 1H9	90352980
2.5	Berry, Frank	F.R. Berry & Associates	660 Inverness Ave, London ON, N6H 5R4	3546017
2.6	Demaiter, Leon	DEI & Associates Inc.	40 Durward Pl, Waterloo ON, N2L 4E4	11144508
2.7	Dhillon, Paramjit	SNC-Lavalin Gem Ontario Inc.	401 Hanlan Rd, Vaughan ON, L4L 3T1	11437506

2.8	Dinno, Khalid	KSD Engineering Inc.	5640 Shillington Dr, Mississauga ON, L5R 3N4	90416553
2.9	Diosady, Levente	Chemical Engineering Research Consultants Ltd.	200 College St, Toronto ON, M5S 3E5	11660016
2.10	Eley, Wallace	Crossey Engineering Ltd.	2255 Sheppard Ave E, Suite E331, North York ON, M2J 4Y1	13066014
2.11	Fournier, Bernard	AVI ENG International Corporation	6 Garnish Green, Markham ON, L3P 4P5	14759500
2.12	Gan, Tyrone	HDR Corporation	300-100 York Blvd, Richmond Hill ON, L4B 1J8	15477011
2.13	Gayowsky, Stephen	RTG Systems Inc.	201-3518 Mainway Dr, Burlington ON, L7M 1A8	90545245
2.14	Goldenberg, Andrew	Engineering Services Inc.	800-890 Yonge St, Toronto ON, M4W 3P4	16475014
2.15	Heyninck, Joseph	IBI Group	203-350 Oxford St, London ON, N6H 1T3	19493014
2.16	Hopper, David	BluMetric Environmental	1-4 Kern Rd, Toronto ON, M3B 1T1	20371506
2.17	Husson, Donald	Husson Limited	103-1725 16th Avenue, Richmond Hill ON, L4B 4C6	90377938
2.18	Jacenko, Sergej	RCM Technologies Canada Corp.	895 Brock Rd S, Pickering ON, L1W 3C1	100050653
2.19	Kazdan, Matthew	Kazdan and Lalji Ltd.	17-570 Hood Rd, Markham ON, L3R 4G7	23089501
2.20	Kelterborn, Larry	LDK Advisory Inc.	712 Robson Rd, Waterdown ON, L8B 1H1	23291016
2.21	Kirchhefer, Siegfried	S.A. Kirchhefer Ltd.	364 Lloyd St, Sudbury ON, P3B 1P3	23938012
2.22	Kirtz, Raymond	Triton Engineering Services Ltd.	14-105 Queen St W, Fergus ON, N1M 1S6	23992506
2.23	Lapas, Richard	Lapas Consulting Engineers Ltd.	801-970 Lawrence Ave W, Toronto ON, M6A 3B6	25608258
2.24	Le, Canh	MCW Consultants Ltd.	207 Queen's Quay W, Toronto ON, M5G 1A7	25956301
2.25	Levac, Neil	Lascelles Engineering Associates Ltd.	392 Maria Goretti Circle, Vanier ON, K1L 6S4	26622019
2.26	Merritt, William	Meritus Consulting Corp.	200-440 Laurier Ave W, Ottawa ON, K1R 7X6	31446016
2.27	Miles, John	Atkinson Engineering Inc.	786 King St E, Hamilton ON, L8M 1A6	31662505
2.28	Morgan, Morkos	Haddad, Morgan and Associates Ltd.	24 Shepherd St E, Windsor ON, N8X 2J8	32586505
2.29	Mozaffar, Tanweer	Ellard Willson Engineering Ltd.	2021-260 Town Centre Blvd, Markham ON, L3R 8H8	100035724
2.30	Opresnik, Mark	Opresnik Engineering Consultants Inc.	3082A Bloor St W, Toronto ON, M8X 1C8	90430448
2.31	Pasqualoni, Renato	GHD Limited	200-111 Brunel Rd, Mississauga ON, L4Z 1X3	35632751
2.32	Pearson, Gary	Pearson Engineering Ltd.	48 Alliance Blvd, Unit B7, Barrie ON, L4M 5K3	100061986
2.33	Poulos, Nickolas	Poulos & Chung Limited	535 Bur Oak Ave, Markham ON, L6C 2S5	37240017
2.34	Rylett, Thomas	Thomas P. Rylett Limited	15 Anderson Ave, St. Thomas ON, N5P 4A2	40240012
2.35	Schor, Michael	M.A. Steelcon Engineering	105-73 Ontario St, St Catharines ON, L2R 5J5	41079013
2.36	Sims, John Derek	IBI Group	55 St Clair W, 7th Flr, Toronto ON, M4V 2Y7	42547604
2.37	Skrabek, Bryan	KGS Group	1001 William St, Suite 301A, Thunder Bay ON, P7B 6M1	42831503

2.38	Smolkin, Paul	Golder Associates Ltd.	1931 Robertson Rd, Ottawa ON, K2H 5B7	43423011
2.39	Stevens, Robert	Howe Gastmeier Chapnik Limited	203-2000 Argentia Rd, Plaza 1, Mississauga ON, L5N 1P7	90394032
2.40	Tari, Dominic	Jablonsky Ast and Partners	1129 Leslie St, Toronto ON, M3C 2K5	45667011
2.41	Visocchi, Michael	Visco Engineering Inc.	6725 South Service Rd, Windsor ON, N8N 2M1	48217400
2.42	Wakelin, Robert	Gull River Engineering Inc.	18 Philips Rd, Brooklin ON, L1M 1G7	48499503
2.43	Walsom, Daniel	XCG Consulting Limited	820 Trillium Dr, Kitchener ON, N2R 1K4	90406752

3. The Committee recommends to Council that the following 5 FIRMS be granted PERMISSION TO USE THE TITLE “CONSULTING ENGINEERS”, having met the requirements pursuant to Section 68 of O.Reg.941:

#	Company Name	Address	Designated Consulting Engineer(s)
3.1	2478153 Ontario Inc. (o/a) Girard Engineering	212 Main Street West, Otterville ON N0J 1R0	Len Girard, P.Eng.
3.2	ARCADIS Canada Inc.	6723 Towpath Road, PO Box 66, Syracuse NY, 13214-006 USA	Barry H. Cooke, P.Eng.
3.3	M.H.D. Engineering Inc.	303-9040 Leslie St, Richmond Hill ON, L4B 3M4	Mohsen Aly, P.Eng.
3.4	Parsons Inc.	500-625 Cochrane Dr, Markham ON, L3R 9R9	David Kantor, P.Eng.
3.5	RAF Engineering Group Inc.	1024 Allandale Dr, Sarnia ON, N7S 3E4	Renzo Ferrera, P.Eng.

CONSULTING ENGINEER DESIGNATION APPLICATIONS

Legal Implications/Authority

1. Pursuant to Section 56(2) of O.Reg.941, 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.
2. Pursuant to Section 56(1) of O.Reg.941, 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.
3. Pursuant to Section 57(2) of O.Reg.941, 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.

COMMITTEES / TASK FORCE ANNUAL WORK PLANS AND HUMAN RESOURCES PLANS

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

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

That the committee/task force work plans and human resources plans as presented to the meeting at C-509-3.4, Appendices A to M inclusive be approved.

[Committees and Task Forces Policy, Sections: Role of Council (2) and Committee/Task Force Operations (3)]

Prepared by: Fern Gonçalves, CHRP, Director People Development

Moved by: Councillor Bellini, P.Eng.

1. Need for PEO Action

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

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

Committee/Task Force	HR plan	Work plan
A. Academic Requirements Committee (ARC)		✓
B. Advisory Committee on Volunteers (ACV)	✓	✓
C. Central Election and Search Committee (CESC)	✓	✓
D. Complaints Committee (COC)		✓
E. Consulting Engineers Designation Committee (CEDC)	✓	✓
F. Education Committee (EDU)	✓	✓
G. Emerging Disciplines Task Force (EDTF)		✓
H. Enforcement Committee (ENF)	✓	✓
I. Equity and Diversity Committee (EDC)		✓
J. Experience Requirements Committee (ERC)		✓
K. Government Liaison Committee (GLC)		✓
L. Legislation Committee (LEC)		✓
M. Professional Standards Committee (PSC)		✓

Note: Changes in HR Plans are identified with grey highlight.

2. Proposed Action / Recommendation

That Council approve the submitted work plans and human resources plans for each respective committee/task force.

Briefing Note – Decision

3. Next Steps (if motion approved)

The work plans and human resources plans will be posted on the PEO website and the committees/task force will implement their plans.

4. Peer Review & Process Followed

Process Followed	Committees and Task Forces Policy – <i>Reference Guide</i> , Section 3 - Committee and Task Force Operations <ul style="list-style-type: none">Item 3.3 - By September 30 each year, each committee/task force shall prepare an annual Work and Human Resources Plan for the following year.
Council Identified Review	N/a
Actual Motion Review	N/a

5. Appendices

- Appendix A – Academic Requirements Committee (ARC)
 - i) 2017 Work Plan
- Appendix B – Advisory Committee on Volunteers (ACV)
 - i) 2017 Human Resources Plan
 - ii) 2017 Work Plan
- Appendix C – Central Election and Search Committee (CESC)
 - i) 2017 Human Resources Plan
 - ii) 2017 Work Plan
- Appendix D – Complaints Committee (COC)
 - i) 2017 Work Plan
- Appendix E – Consulting Engineers Designation Committee (CEDC)
 - i) 2017 Human Resources Plan
 - ii) 2017 Work Plan
- Appendix F – Education Committee (EDU)
 - i) 2017 Human Resources Plan
 - ii) 2017 Work Plan
- Appendix G – Emerging Disciplines Task Force (EDTF)
 - i) 2017 Work Plan
- Appendix H – Enforcement Committee (ENF)
 - i) 2017 Human Resources Plan
 - ii) 2017 Work Plan
- Appendix I – Equity and Diversity Committee (EDC)
 - i) 2017 Work Plan
- Appendix J – Experience Requirements Committee (ERC)
 - i) 2017 Work Plan

Briefing Note – Decision

- Appendix K – Government Liaison Committee (GLC)
 - i) 2017 Work Plan
- Appendix L – Legislation Committee (LEC)
 - i) 2017 Work Plan
- Appendix M – Professional Standards Committee (PSC)
 - i) 2017 Work Plan

WORK PLAN - 2017

ACADEMIC REQUIREMENTS COMMITTEE (ARC)

Approved by Committee: <i>August 19, 2016</i>		Review Date: August 19, 2016
Approved by Council:		Approved Budget: <i>[AMOUNT] [DATE]</i>
Mandate [as approved by Council] April 2010:	<p>To</p> <ul style="list-style-type: none"> • assess the academic qualifications of applicants referred to the Academic Requirements Committee (ARC) by the Registrar or requested the ARC to review their qualifications, • advise Professional Engineers Ontario (PEO) on academic matters relating to PEO Admission procedures and policies, and • oversee the Professional Practice Examination (PPE). <p>Legislative References:</p> <p>Professional Engineers Act, Section 14 (3), 14 (4), 14 (5), 18 (3)</p> <p>Referral to committee</p> <p>(3) The Registrar may refer the application of the applicant for the issuance of a licence,</p> <p>(a) to the Academic Requirements Committee for a determination as to whether or not the applicant has met the academic requirements prescribed by the regulations for the issuance of the licence;</p> <p>(b) to the Experience Requirements Committee for a determination as to whether or not the applicant has met the experience requirements prescribed by the regulations for the issuance of the licence; or</p> <p>(c) first to the Academic Requirements Committee and then to the Experience Requirements Committee for determinations under clauses (a) and (b).</p> <p>Same</p> <p>(4) The Registrar shall refer an application to a committee under subsection (3) for a determination referred to in that subsection,</p> <p>(a) if the applicant requests the referral; or</p> <p>(b) in the circumstances specified by the regulations.</p> <p>Hearing</p> <p>(5) A committee shall receive written representations from an applicant but is not required to hold or to afford to any person a hearing or an opportunity to make oral submissions before making a determination under subsection (3).</p> <p>Referral to committee</p> <p>(3) Subsections 14 (3) to (6) (which relate to the Academic Requirements Committee and the Experience Requirements Committee) apply with necessary modifications in respect of an applicant for a temporary licence or a limited licence.</p> <p>Note: On a day to be named by proclamation of the Lieutenant Governor, subsection (3) is amended by striking out "a temporary licence or a limited licence" at the end and substituting "a temporary licence, a provisional licence or a limited licence".</p> <p>R.R.O. 1990, Reg. 941, Section 34</p> <p>Examinations required by the Academic Requirements Committee shall be held prior to the 1st day of June in each year and at such other times, if any, and at such place or places, as the Council may from time to time determine.</p> <p>R.R.O. 1990, Reg. 941, Section 36</p> <p>(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.</p>	

WORK PLAN - 2017

ACADEMIC REQUIREMENTS COMMITTEE (ARC)

	<p>R.R.O. 1990, Reg. 941, Section 40 (1)</p> <p>(1) The Academic Requirements Committee is continued and shall be composed of a chair appointed by Council, the immediate past chair, if any, and such other Members as are appointed by the Council and three members of the Committee constitute a quorum.</p> <p>R.R.O. 1990, Reg. 941, Section 40 (2)</p> <p>(2) Where an application for the issuance of a licence, temporary licence or limited licence is referred to the Academic Requirements Committee pursuant to the Act, the Committee shall,</p> <p>(a) assess the academic qualifications of the applicant;</p> <p>(b) determine whether the applicant meets the academic qualifications prescribed by this Regulation and so advise the Registrar; and</p> <p>(c) if the Committee determines that the applicant does not meet the academic requirements, specify the academic requirements that the applicant must meet, for the purposes of the notice referred to in subsection 14 (6) of the Act.</p> <p>R.R.O. 1990, Reg. 941, Section 40 (3)</p> <p>(3) For the purpose of carrying out its duties in subsection (2), the Academic Requirements Committee,</p> <p>(a) shall review the education, experience and other qualifications of the applicant in the light of the academic standards established for the issuance of licences, temporary licences or limited licences, as the case requires, at the time of such review;</p> <p>(b) may, in the discretion of the Committee and on its own initiative, interview the applicant;</p> <p>(c) may refer the experience of an applicant to the Experience Requirements Committee for an assessment and recommendation as to how such experience should be taken into account in assigning examinations to the applicant; and</p> <p>(d) shall consider and decide upon the form and content of examinations recommended and the results of such examinations.</p> <p>R.R.O. 1990, Reg. 941, Section 40 (4)</p> <p>(4) For the purposes of clause 14 (4) (b) of the Act, the Registrar shall refer to the Academic Requirements Committee every application for a limited licence made on or after the day</p>
<p>Terms of Reference [Key duties]:</p>	<ul style="list-style-type: none"> - Review and evaluate the academic qualifications of applicants - Review, evaluate, recommend, and make policies and procedures pertaining to ARC's mandate. - Review and advise on PPE issues. - Interact with the Experience Requirements Committee (ERC) on issues of commonality and interest. - Equity and Diversity Module to be reviewed by each member and new members. <p>For a representative list of specific activities see Appendix A.</p>
<p>Equity and Diversity Awareness</p>	<ol style="list-style-type: none"> 1. <i>Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES</i> 2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups? YES</i> 3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences? TBD at the ARC meeting (or prior to that via email)</i>

WORK PLAN - 2017

ACADEMIC REQUIREMENTS COMMITTEE (ARC)

Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	Evaluate applicant academics.	Number of applications processed by category (e.g., confirmatory, ERC interviews, specific exams)	Ongoing
	Monitor PPE Results	Identify any major shift in pass/fail rates	Ongoing
	<i>Persons with special needs are appropriately accommodated.</i>		
Inter-committee collaboration:	Known or Expected Collaborations (September 2016 – September 2017) <ul style="list-style-type: none"> - Experience Requirements Committee - Advisory Committee on Volunteers - Registration Committee - Legislative Committee - Licensing Committee - National Framework Task Force 		
Stakeholders:	<ul style="list-style-type: none"> • Engineers Canada • Ryerson University with respect to IEEQB – Internationally Educated Engineers Qualification Bridging Program • McMaster University with respect to their B.Tech programs 		

APPENDIX A REPRESENTATIVE ARC ACTIVITIES

1. Review and assess the academic qualifications of applicants not possessing a Canadian Engineering Accreditation Board (CEAB) accredited engineering degree, and to recommend a course of action to the Registrar.
2. Recommend new or amended admissions-related policies or procedures. For example, the establishment of policies, guidelines, procedures and standards pertaining to the Admissions Policy Manual, to emerging disciplines, to scopes of practice, to memoranda of agreement, etc.
3. Develop and review examination syllabi and engineering board sheets.
4. Update the Admissions Policy and Procedures Manual (a.k.a. Red Book).
5. Review and approve Experience Requirements Committee (ERC) recommendations with respect to files referred by the ARC.
6. Assign, review and approve technical examinations, e.g., for content and quality assurance.
7. Review and approve the Professional Practice Examination (PPE) also referred to as the Ethics and Law examination. Review and approve the results of the PPE and make recommendations on actions to be taken by applicants failing the PPE.
8. Receive information and provide advice to the Registrar or Council on current academic requirements initiatives and issues (including Canadian Engineering Qualifications Board (CEQB), Canadian Engineering Accreditation Board (CEAB), Engineers Canada, emerging disciplines) that affect the processing and assessment of applications for licensure.

HUMAN RESOURCES PLAN - 2017

ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

Committee: <i>Advisory Committee on Volunteers (ACV)</i>	Plan Year: 2017
Committee Review Date: <i>September 2016</i>	Date Council Approved:

Categories	Target / Ideal (To meet the needs of the Committee)	Current in Place	Gap [ST = Short-term Goal LT = Long-term Goal]
Core Competencies <i>[See Appendix A]</i> <ul style="list-style-type: none"> Skills Abilities Expertise Knowledge 	<ul style="list-style-type: none"> Key objectives and core competencies are listed in Appendix A 	<ul style="list-style-type: none"> See Appendix A 	No gaps
Committee Membership	7 to 10 Members	9 Members	No gap
Broad Engagement Career Stage	At least 1 from every career stage	4 mid-level/late, 5 retired	1 early career stage
Disciplines	5 to 6 diverse disciplines	Electical/Mechanical/ Civil/Mining/Structural/Cons truction/Environmental	No gap
Experience Level	A minimum of 1 member in C-Level	All D-Level or greater	LT – 1 in C-Level; otherwise no gap
Gender / Diversity	At least 1 female member	8 males and 1 female	1 female
Geographic Representation	Full geographic representation	4 out of 5 regions represented	No gap
CEAB Graduates –vs– IEG	Equal distribution	7 CEAB grads, 2 interna- tionally-trained grads	No gap
Licensed –vs– Non-licensed	All P.Engs.	All P.Engs.	No gap
Volunteer Development Plans <ul style="list-style-type: none"> List potential development opportunities <i>[See Appendix B]</i>	<ul style="list-style-type: none"> Advancement to Chair/Vice Chair Lateral moves to other committee/task force Election to Council Appointment to external agencies/boards 	<ul style="list-style-type: none"> Member self-identified future plans 	N/a
Succession Planning <ul style="list-style-type: none"> Time on Committee 	<ul style="list-style-type: none"> At least 2 members with 0 to 5 years on committee At least 2 members with 5 to 10 years 	<ul style="list-style-type: none"> 0 to 5 years = 1 5 to 10 years = 5 Over 10 years = 3 	ST- No gap LT- No gap
Terms of Office: <ul style="list-style-type: none"> Chair/Vice Chair Committee members 	<ul style="list-style-type: none"> Maximum three (3) years At least every two (2) years a new member joins the committee 		

HUMAN RESOURCES PLAN - 2017
ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

APPENDIX A

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

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

B. Action plan for volunteer recruitment

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

C. Comments

WORK PLAN - 2017

ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

Approved by Committee: <i>September 2016</i>		Review Date: <i>September 2017</i>		
Approved by Council:		Approved Budget [2017]: \$13,775		
Mandate [as approved by Council]:	<ul style="list-style-type: none"> To assist and advise committees in fulfilling their operational requirements under the Committees and Task Forces Policy. To assist Council by reviewing proposed revisions to Committee and Task Force - Mandates, Terms of Reference, Work Plans and Human Resource Plans. 			
Equity and Diversity Awareness	<ol style="list-style-type: none"> Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES Is each task/activity being done in an equitable manner and engaging diverse groups? YES, the multi-cultural calendar was considered when scheduling the workshop date. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? NO, persons with disabilities and food allergies were appropriately accommodated. 			
Tasks, Outcomes and Success Measures:	Part 1: Activities – ACV Terms of Reference		Current status (Date):	Due date:
	1. Assist committees and task forces in the preparation of Mandates, Terms of Reference, annual Work Plans and Human Resources (HR) Plans. <i>[Responsibility 1]</i>	On-going	As requested	
	2. Identify volunteer training programs. Facilitate implementation of training programs for volunteers. <i>[Responsibility 2]</i>	On-going	As requested	
	3. Host Annual workshop of Chairs and Committee Advisors. <i>[Responsibility 4]</i>	On-going	October 28, 2016	
	4. Review and refine, if required, guidelines and templates for Committee Work and HR plans. <i>[Responsibility 5]</i>	On-going	As requested	
	Part 2: Activities – General Operations		Current status (Date):	Due date:
	1. Prepare, approve and submit to November Council for approval an ACV Work Plan for 2017.	Completed	September 2016	
	2. Prepare, approve and submit to November Council for approval an ACV Roster for 2017.	In progress	September 2016	
	3. Elect ACV Chair and Vice-Chair for 2017.	In progress	January 2017	
	4. Prepare an annual report to Council [through liaison].	In progress	As requested	
	5. Prepare an Annual Report for 2016 to be presented at 2017 PEO AGM.	In progress	Feb-March 2017	
	5. Prepare Vital Signs Survey of committee members.	In progress	January 2017	
	6. Review Volunteer Website, update & upgrade, if necessary.		On-going	

WORK PLAN - 2017

ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

	Part 3: Activities Supporting Committees and Task Forces Policy and Reference Guide:	Current status (Date):	Due date:
	1. <i>Make recommendations to Council on Mandates, Terms of Reference, Work Plans and HR Plans.</i> <i>[Responsibility 5]</i>	<i>On-going</i>	<i>As requested</i>
	2. <i>Assist committee/task forces with preparation of the Annual Roster of committee members.</i> <i>[Responsibility 6]</i>	<i>On-going</i>	<i>As requested</i>
	3. <i>At the request of Council, review new Committee and Task Force Policy & Procedures.</i>	<i>On-going</i>	<i>As requested</i>
	4. <i>Prepare a gap analysis of committees/task forces compliance with the 'term limits' policy.</i>		<i>March 2017</i>
	5. <i>Appoint two representatives to the Volunteer Leadership Conference (VLC) Planning Committee.</i>	<i>On-going</i>	<i>June 2017</i>
	6. <i>Appoint one representative to the Government Liaison Committee (GLC).</i>	<i>On-going</i>	<i>Jan 2017</i>
Inter-committee collaboration:	Equity and Diversity Committee (EDC) Regional Councillors Committee (RCC) Human Resources Committee (HRC) Other committees and task forces reporting to Council		
Stakeholders:	PEO Council / Committees and Task Forces / Chapters Engineers Canada Other agencies and organizations		

HUMAN RESOURCES PLAN - 2017

CENTRAL ELECTION AND SEARCH COMMITTEE (CESC)

Committee: Central Election and Search Committee	Date Developed: September 2016
Committee Review Date: October 2016	Date Council Approved:

Categories	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	<ul style="list-style-type: none"> • Good understanding of the function of a policy governance board of directors • Inspirational • Highly regarded • Vast networks of fellow engineers 	<ul style="list-style-type: none"> • Understanding of competencies to serve on Council and/or president-elect, including <ul style="list-style-type: none"> – Demonstrate decision-making skills – Conflict resolution skills – Change management skills – Committee members with backgrounds in major issues affecting PEO – Experience chairing a meeting an asset • Understanding of a self-regulatory authority (i.e. self-governing a profession in the public interest) • Good understanding of the function of a policy governance board of directors • Inspirational • Highly regarded • Vast and diverse networks of fellow engineers • Association management experience an asset 	<ul style="list-style-type: none"> •
Committee Membership	<ul style="list-style-type: none"> • mandated by s.12(1) of Regulation 941; • Two or more additional well recognized members to be selected from the membership at large 	<ul style="list-style-type: none"> • mandated by s.12(1) of Regulation 941; • Two or more additional members drawn from the membership at large 	<ul style="list-style-type: none"> • broader membership

HUMAN RESOURCES PLAN - 2017

CENTRAL ELECTION AND SEARCH COMMITTEE (CESC)

Categories	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Broad Engagement Career Stage	<ul style="list-style-type: none"> not applicable, appointments made in accordance with Council's policy direction 	<ul style="list-style-type: none"> determined by members holding the offices for mandated positions; two or more additional members drawn from the membership at large, career stages to be considered 	<ul style="list-style-type: none"> not applicable; mandated by s.12(1) of Regulation 941
Disciplines	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> not applicable 	<ul style="list-style-type: none"> not applicable
Experience Level	<ul style="list-style-type: none"> determined by members holding the offices for mandated positions; two or more additional members, senior level 	<ul style="list-style-type: none"> determined by members holding the offices for mandated positions; two or more senior level members 	<ul style="list-style-type: none"> not applicable; mandated by s.12(1) of Regulation 941
Gender/Diversity	<ul style="list-style-type: none"> determined by members holding the offices for mandated positions; two or more additional members to represent all members of society 	<ul style="list-style-type: none"> determined by members holding the office for mandated positions; one male and two female members selected from the membership at large 	<ul style="list-style-type: none"> not applicable
Geographic Representation	<ul style="list-style-type: none"> members who understand issues facing the organization in the immediate future 	<ul style="list-style-type: none"> 2 – Western Central Region 1 – Western Region 3 - Eastern Central Region 	<ul style="list-style-type: none"> 1 – Northern Region 1 – Eastern Region
CEAB Grads/ Foreign-trained	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> not applicable 	<ul style="list-style-type: none"> not applicable
Licensed –vs– Non-licensed	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941
Volunteer Development Plans	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941
Succession Planning • Time on Committee	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 by position 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 by position 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 by position
	<ul style="list-style-type: none"> for those not mandated by S. 12(1) of Regulation 941 by position, succession planning is dictated by recruitment process and staggered departure from committee to ensure some continuity and new membership. 		
Terms of Office: • Chair/Vice Chair • Committee members	<ul style="list-style-type: none"> Chair and committee members mandated by S. 12(1) of Regulation 941 by position <ul style="list-style-type: none"> Chair: One year per section 12, Regulation 941. Committee member: <ul style="list-style-type: none"> Immediate Past President - One year per section 12, Regulation 941. President - One year per section 12, Regulation 941. Two or more other Members – maximum 3 consecutive one year terms subject to approval by Council. 		

WORK PLAN – 2016/2017

CENTRAL ELECTION AND SEARCH COMMITTEE

Approved by Committee: October 2016		Review Date: October 2017	
Approved by Council:		Approved Budget: \$6650	
Mandate – As prescribed in Regulation 941	<p>12. (1) The Council shall appoint a Central Election and Search Committee each year composed of,</p> <ul style="list-style-type: none"> (a) the penultimate past-president; (b) the immediate past-president; (c) the president; and (d) two other Members. R.R.O. 1990, Reg. 941, s. 12 (1); O. Reg. 157/07, s. 3 (1). 		
Terms of Reference – As prescribed in Regulation 941	<p>12. (3) The Central Election and Search Committee shall,</p> <ul style="list-style-type: none"> (a) encourage Members to seek nomination for election to the Council as president-elect, vice-president or a councillor-at-large; (b) assist the Chief Elections Officer as may be required by him or her; and (c) receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council in accordance with this Regulation. O. Reg. 157/07, s. 3 (3). 		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	Encourage Members to seek nomination for election to the Council as president-elect, vice-president or a councillor-at-large	At least one to two candidate has agreed to run for each of the at-large positions	Closing date for receipt of nominations as determined by Council
	Receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council	Complaints/issues resolved	As required
	Annually review the types of issues received during the election and incorporate, where appropriate, into the voting and publicity procedures and engagement for next year's election	Voting and publicity procedures are approved by Council Issues Report recommendations approved by Council Active Communications and co-ordination with the Regional Election and Search Committees (RESCs)	June 2016
Inter-committee collaboration:	none		
Stakeholders:	members at large		

WORK PLAN – 2017
COMPLAINTS COMMITTEE

<p>Approved by Committee October 11, 2016</p>	<p>Review Date:</p>
<p>Approved by Council: [DATE]</p>	<p>Approved Budget:</p>
<p>Mandate [as approved by Council]:</p>	<p>Duties of Complaints Committee</p> <p><u>24. (1)</u> The Complaints Committee shall consider and investigate complaints made by members of the public or members of the Association regarding the conduct or actions of a member of the Association or holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence, but no action shall be taken by the Committee under subsection (2) unless,</p> <p>(a) a written complaint in a form that shall be provided by the Association has been filed with the Registrar and the member or holder whose conduct or actions are being investigated has been notified of the complaint and given at least two weeks in which to submit in writing to the Committee any explanations or representations the member or holder may wish to make concerning the matter; and</p> <p>(b) the Committee has examined or has made every reasonable effort to examine all records and other documents relating to the complaint. R.S.O. 1990, c. P.28, s. 24 (1); 2001, c. 9, Sched. B, s. 11 (30).</p> <p>Idem</p> <p><u>(2)</u> The Committee in accordance with the information it receives may,</p> <p>(a) direct that the matter be referred, in whole or in part, to the Discipline Committee;</p> <p>(b) direct that the matter not be referred under clause (a); or</p> <p>(c) take such action as it considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. R.S.O. 1990, c. P.28, s. 24 (2).</p> <p>Decision and reasons</p> <p><u>(3)</u> The Committee shall give its decision in writing to the Registrar for the purposes of subsection (4) and, where the decision is made under clause (2) (b), its reasons therefor. R.S.O. 1990, c. P.28, s. 24 (3).</p> <p>Notice</p> <p><u>(4)</u> The Registrar shall mail to the complainant and to the person complained against a copy of the written decision made by the Complaints Committee and its reasons therefor, if any, together with notice advising the complainant of the right to apply to the Complaints Review Councillor under section 26. R.S.O. 1990, c. P.28, s. 24 (4); 2006, c. 19, Sched. B, s. 14.</p> <p>Hearing</p> <p><u>(5)</u> The Committee is not required to hold a hearing or to afford to any person an opportunity for a hearing or an opportunity to make oral submissions before making a decision or giving a direction under this section. R.S.O. 1990, c. P.28, s. 24 (5).</p>
<p>Terms of Reference [Key duties]:</p>	<p>To investigate and consider complaints made by the public or members of the association regarding the conduct or actions of PEO licence and Certificate of Authorization holders. To determine the appropriate course of action with respect to those complaints, in accordance with Section 24(2) of the Act.</p> <p>To refer matters for the Discipline Committee to hear and determine allegations of professional misconduct or incompetence against licence holders or Certificate of Authorization holders, as deemed necessary.</p>

WORK PLAN – 2017

COMPLAINTS COMMITTEE

	To advise Council on matters relating to incompetence, professional misconduct and the Code of Ethics.		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes	Due date:
	Review and consider every complaint filed with the Registrar.	Dispose of complaints in accordance with Section 24(2) of the Act. Average number of complaints filed per year is 70.	Ongoing
	Develop a guide with respect to voluntary undertakings and their administration within the complaints process.	Develop VU Guide.	Early 2017
	Establish criteria / circumstances under which it would be advisable to provide the respondent's complaint response to the complainant for comment.	Develop criteria / guide.	Early 2017
	Review the <i>PEA</i> vis a vis the complaints process and identify and recommend Act changes in the public interest	Identify potential Act changes with policy rationale and jurisdictional scans, as appropriate.	2017
Inter-committee collaboration:	Invite annual meeting to be held with Chair DIC and PEO senior staff. Communication through council wrt CRC reports and recommendations. Presentations to Council and other committees wrt complaints process as required/invited.		
Stakeholders:	Complainants (public and PEO licence holders), complained-against engineers and C of A holders		

HUMAN RESOURCES PLAN - 2017

CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

Committee: Consulting Engineer Designation Committee (CEDC)	Date Developed: July 2010 (Updated August 2016)
Committee Review Date: August 18, 2016	Approved by Council:

Categories	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge <i>[See Appendix A]</i>	Key objectives & core competencies are listed in Appendix A	See Appendix A	
Committee Membership	Approx. 10 Members	9 Members	No gap
Broad Engagement Career Stage	Need at least 15 years of Canadian experience as CED.	This is met by all current members with the designation.	No gap
Disciplines	Need as broad a coverage as possible (there are potentially 30 disciplines, but only about 10 Members)	Most disciplines now represented, but possibility may arise that CEDC will require additional reps. from emerging engineering disciplines.	Minimum one member from emerging engineering disciplines. Search continues.
Experience Level	All E level or greater	All E level or greater	No gap
Gender / Diversity	Preferably at least 1 female member	All males	ST - Minimum of 1 female
Geographic Representation	Western, Toronto, Eastern, Southern, Northern	5 Regional Subcommittees	One member for Northern Region sub-committee is required.
Licensed -vs- Non-licensed	All P. Engs.	All P.Engs. All CEDs, except 2	No gap
Volunteer Development Plans List Potential development opportunities	<ul style="list-style-type: none"> • Advancement to Chair/Vice Chair • Lateral moves to other committee/task force 	<ul style="list-style-type: none"> • Member self-identified future plans 	

HUMAN RESOURCES PLAN - 2017
CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

	<ul style="list-style-type: none"> • Election to Council • Appointment to external agencies or boards • Equity and diversity training 		
Volunteer Training	<ul style="list-style-type: none"> • New members are trained for necessary skills to perform their duties. 	<ul style="list-style-type: none"> • Current year two new members were trained for Toronto Subcommittee, and 1 new member for Eastern Subcommittee. 	No gap
Succession Planning Time on Committee	<ul style="list-style-type: none"> • At least 2 members with 0 to 5 years on committee • At least 2 members with 5 or more years on committee 	<ul style="list-style-type: none"> • 0 to 5 years = 1 • 5 to 10 years = 0 • 10 to 15 years = 2 • Over 15 years = 5 	Need 1 more member for 0 to 5 years.
Terms of Office: <ul style="list-style-type: none"> • Chair/Vice Chair • Committee members 	<ul style="list-style-type: none"> • In January of each year, a chair and vice-chair are to be elected by CEDC and recommended to Council for appointment. • At least every two (2) years a new member joins the committee, or one of the regional subcommittees 		

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HUMAN RESOURCES PLAN - 2017
CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

HR Plan APPENDIX A

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

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

HUMAN RESOURCES PLAN - 2017
CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

B. Competency gaps and action plan

List top 2 - 3 core competencies missing from the current committee (knowledge, skills, abilities)	List specific gaps for each core competency	Briefly state how you will close each gap [i.e.: development plan for current member(s): request for additional volunteer resources]	Resources Needed	Target Date for completion
1. No gaps with current committee members with respect to their knowledge of Designation, Re-designation and Permission to Use as applied to areas of existing engineering disciplines	None, aside from a possible need to secure expertise from new members in areas of emerging engineering disciplines as needed	Existing CEDC and Subcommittee members to identify any need for additional expertise	Possibility will need additional members for CEDC and Subcommittees from emerging engineering disciplines	Ongoing, as needed
2. A baseline of marketplace recognition needs to be established	CEDC's ability to conduct marketplace research is unknown as this is a new initiative	TBD as may be necessary	Support from PEO'S research specialists	Ongoing, as needed to meet Work Plan
3. Measurement methodology skills need to be identified for use, and members may need related training	CEDC's ability to identify and apply success measurement tools is unknown as this is a new initiative	TBD as may be necessary	Support from PEO'S research specialists	Ongoing, as needed to meet Work Plan
4. No gaps with current committee members' knowledge of the Interpretive Guideline	New members in emerging engineering fields are required.	Staff and existing members will train & acquaint any new members as needed	No additional resources needed	Ongoing, as needed

WORK PLAN - 2017

CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

Approved by Committee: August 18, 2016	Review Date: September 2016
Approved by Council:	Approved Budget: -
Mandate [as approved by Council]:	<p>To make recommendations to Council respecting all matters relating to applications for designation and re-designation as a consulting engineer, and applications from Certificate of Authorization Holders for permission to use the title "Consulting Engineer" as specified in Regulation 941. The legislated mandate is as follows:</p> <p>56. (1) The Council shall designate as a consulting engineer every applicant for the designation who,</p> <ul style="list-style-type: none"> (a) is a Member; (b) is currently engaged, and has been continuously engaged, for not less than two years or such lesser period as may be approved by the Council, in the independent practice of professional engineering in Canada; (c) has, since becoming a Member, had five or more years of professional engineering experience that is satisfactory to the Council; (d) has passed the examinations prescribed by the Council or has been exempted therefrom, pursuant to subsection (2). R.R.O. 1990, Reg. 941, s. 56 (1); O. Reg. 402/07, s. 1. <p>(2) The Council may exempt an applicant from any of the examinations mentioned in clause (1) (d) where the Council is of the opinion that the applicant has appropriate qualifications. R.R.O. 1990, Reg. 941, s. 56 (2).</p> <p>57. (1) Designation as a consulting engineer expires five years from the date of issuance of notice of the designation. R.R.O. 1990, Reg. 941, s. 57 (1).</p> <p>(2) The Council shall redesignate as a consulting engineer every applicant who,</p> <ul style="list-style-type: none"> (a) is a Member; (b) is currently engaged in the independent practice of professional engineering in Canada; and (c) has during the five years since the date of issue of the applicant's most recent designation as a consulting engineer had professional engineering experience satisfactory to the Council. R.R.O. 1990, Reg. 941, s. 57 (2); O. Reg. 402/07, s. 2. <p>58. The Registrar, upon the granting or refusing of an application for a designation or redesignation shall mail forthwith to the applicant a notice stating,</p> <ul style="list-style-type: none"> (a) that the applicant has or has not been granted a designation or redesignation as a consulting engineer, as the case may be; and (b) in the case of a refusal to grant the designation or redesignation, the reasons therefor. R.R.O. 1990, Reg. 941, s. 58. <p>59. A Member who has been designated or redesignated as a consulting engineer may use the title "consulting engineer" or a variation thereof approved by Council from time to time so long as the Member is in the independent practice of professional engineering and the designation or redesignation is valid. R.R.O. 1990, Reg. 941, s. 59.</p> <p>60. For the purpose of this Regulation, a Member shall be deemed to be in the</p>

WORK PLAN - 2017

CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

independent practice of professional engineering if the Member,

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

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

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

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

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

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

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

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

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

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

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

(2) Upon receipt of a request from an applicant pursuant to subsection (1), the Council shall reconsider the application, taking into account the additional information, if

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CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

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

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CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

	<p>(c) the qualifications of applicants;</p> <p>(d) the exemption of applicants from examinations; and</p> <p>(e) the length of time engaged in independent practice required (s. 61).</p> <ol style="list-style-type: none"> 3. Peer review of applicants by subcommittee with overview by Committee consensus. 4. Reference report on applicant's performance by referees, including a designated Consulting Engineer. 5. When required, a special examination of the candidate by comprehensive interview and candidate follow-up response. <p>Success Measurements of Key Duties and Responsibilities:</p> <ol style="list-style-type: none"> 1. Increased recognition of CED by governments, client groups and the public. 2. Interpretative guideline is current and relevant. 3. Re-structure committee to meet demand for recognition of emerging engineering disciplines. <p>The Chair shall submit an annual report, not later than January 15th of each year to the CEO/Registrar of the activities of the Committee.</p> <p>By September 30th of each year, CEDC shall prepare an annual work plan for the following year. The work plan will include anticipated outcomes, deliverables, and a continuous improvement component. This will be presented to Council at the following January meeting.</p>
<p>Equity and Diversity Awareness</p>	<p>CEDC chair attended an Equity and Diversity Committee presentation & CEDC members were all emailed the committee's report.</p> <ol style="list-style-type: none"> 1. <i>Was the E& D module reviewed in order to have tasks and activities align with the E&D Policies?</i> YES. 2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups?</i> YES. 3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences?</i> NO.

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CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

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

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CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

		<p>“consulting engineers” approved by Council provided the applicant meets the requirements set out in section 67.</p> <p>Success measures: General: Increased recognition of CED by governments, client groups and the public through increased liaison with PEO’s Government Liaison Committee (GLC) and Consulting Engineers of Ontario.</p> <p>Measure A (refined):</p> <ul style="list-style-type: none"> Number of CEDs expressed as a percentage of the number of P.Engs. <u>listed in section F on the applications for C of As.</u> <p>.....</p> <p>Related Measure:</p> <ul style="list-style-type: none"> Number of CEDs expressed as a percentage of the TOTAL number of P.Engs. 	<ul style="list-style-type: none"> Was 6.7% on Aug 3, 2016 Was 7% on Aug 19, 2015 Was 8.6% on Aug. 19, 2014. Was 8.4% on Aug. 29, 2013. (Corresponding data not available for Jul. 29, 2011.) <p>.....</p> <ul style="list-style-type: none"> Was 1.3% on Aug 3, 2016 Was 1.4% on Aug 19, 2015 Was 1.7%
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CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

			<p>on Aug. 19, 2014.</p> <ul style="list-style-type: none"> • Was 1.5% on Aug. 29, 2013. • Was 1.6% on July 19, 2011.
	Maintain the Interpretive Guideline	Interpretative Guideline is current and relevant. Last updated on October 2014.	As needed.
Inter-committee collaboration:	Will be established when necessary.		
Stakeholders:	Consulting Engineers Ontario (CEO)		

DRAFT

HUMAN RESOURCES PLAN - 2017 EDUCATION COMMITTEE (EDU)

Committee: Education Committee (EDU)	Date Developed: September 2016
Committee Review Date: 21 September 2016	Date Council Approved:

Categories	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	EDU has a strong, diverse and talented volunteer membership	N/A	Elementary school representative
Committee Membership	8 Members, each a representative according to the EDU Terms of Reference	1 Council Liaison 2 Members	Dependent upon renewal of committee membership
Broad Engagement			
<ul style="list-style-type: none"> • Career Stage 	At least 1 from every career stage.	No gap	1 Student Member
<ul style="list-style-type: none"> • Experience Level 	No gap	No gap	1 EIT
<ul style="list-style-type: none"> • Gender/Diversity 	2 female, 6 males	Gender balance	Gender balance
<ul style="list-style-type: none"> • Geographic Representation 	No full geographic representation (12.5% represent the Northern region, 12.5% the Western region, and 75% represent the combined East / West Central regions)	4 out of 5 regions represented	4 out of 5 regions represented
<ul style="list-style-type: none"> • CEAB Graduates – vs– IEG 	N/A	N/A	N/A
<ul style="list-style-type: none"> • Licensed –vs– Non-licensed 	2 non-licensed members: 1 EIT, 1 Other	No gap	1 EIT, 1 Other
Volunteer Development Plans	N/A	Hold a one-day workshop where EDU committee members can attend to receive training in education related matters and EDU Long-term strategy development. The workshop will explore and identify core competencies pertaining to EDU sub-committee work.	Reviewed Annually
Succession Planning <ul style="list-style-type: none"> • List the members 	Members are appointed for a 3-year term. Possibility of renewal if agreeable to EDU Committee. When a	Most members have served 5 years or less on the committee. For each committee member, a mapping of skills to	Reviewed Annually

HUMAN RESOURCES PLAN - 2017

EDUCATION COMMITTEE (EDU)

	<p>member's term expires or a member resigns, Council will be asked to appoint a replacement(s).</p>	<p>assigned sub-committee work is on file with the EDU committee chair. (Refer to the work plan for the list of EDU committee members)</p>	
<p>Term of Office</p> <ul style="list-style-type: none"> • Chair • Committee members 	<p>Members are appointed for a 3-year term. Possibility of renewal if agreeable to EDU Committee. When a member's term expires or a member resigns, Council will be asked to appoint a replacement(s).</p>	<p>Reviewed Annually</p>	<p>Reviewed Annually</p>

DRAFT

WORK PLAN - 2017

EDUCATION COMMITTEE (EDU)

Approved by Committee: 21 September 2016		Review Date: [DATE]
Approved by Council: [DATE]		Approved Budget: [DATE]
Mandate [as approved by Council]:	<p>Whereas, there has been a recent declining interest among students in STEM-related careers, and whereas, identified root causes for this decline include image of science, perception of careers, curriculum, teacher experience and gender-based perceptions, therefore, the Education Committee (EDU) commits:</p> <ul style="list-style-type: none"> • To be a leader and value-added influence in the development of education policy, curriculum, and outreach such that high school graduates will have the necessary knowledge, skill, and motivation to succeed in an engineering program. • To support PEO's Envisioned Future (Source: "PEO Envisioned Future", C-459-6.6, Appendix A, approved by Council Sept. 2009) as it relates to "Public awareness of the role of the Association" (PEA Sect 2 (4)4 – <i>Additional Object</i>). • To "support and encourage public information and interest in the past and present role of professional engineering in society" in PEA Sect 8(20). <i>[Approved by Council: 22 March 2013]</i> 	
Terms of Reference [Key duties]:	<p>The EDU Key Duties and Responsibilities are to support the PEO Envisioned Future and are an important portion of the EDU Terms of Reference. EDU addresses science, math and technology literacy and other educational issues of relevance to PEO leading up to (but not including) the University / College educational level. The key duties of the Education Committee are:</p> <ol style="list-style-type: none"> 1.0 Chapters: Provide support for PEO Chapters to achieve their education outreach goals. The PEO Education committee plans and helps PEO chapters implement valuable learning activities for aspiring engineers, which aids the long-term health of the profession. 2.0 Equity and Diversity: Ensure that principles of equity and diversity are reflected in key activities (i.e. French translations of booklets and brochures) supported by the committee. 3.0 Guidance to PEO Council on education-related policy: Research and articulate proposed positions on elementary and secondary school education - mathematics, sciences and technology in particular and recommend same to Council. 4.0 Strategic Relationships: Establish productive relationships with other organizations whose objects are complimentary. 5.0 Program Development: <ul style="list-style-type: none"> • To increase public awareness of the engineering profession by educating Ontarians on the important roles and valuable contributions of professional engineers and of the self-regulating engineering profession in society. <ul style="list-style-type: none"> ➤ <i>One key input to the overall PEO "regulatory" process is elementary and secondary education (with particular emphasis on STEM education in the academic preparation for aspiring engineers).</i> • To encourage STEM education from an early age as a matter of sound public policy. <ul style="list-style-type: none"> ➤ <i>Elementary and secondary engineering education is very important to PEO in the overall context of public safety and protecting the public interest.</i> 	

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EDUCATION COMMITTEE (EDU)

	<ul style="list-style-type: none"> • To encourage and assist young people in making informed career choices related to science, technology, and engineering. <ul style="list-style-type: none"> ➤ <i>PEO needs to be certain that there remains a steady flow of talented and skilled individuals into the regulatory framework for engineers. This will ensure the continued existence of a self-regulating engineering profession which strives to keep society safe and also to promote a viable economy in Ontario.</i> • To advise government and the public on educational requirements (e.g. curriculum) for the knowledge economy in general and for engineering in particular. <p>This may include (but is not limited to) the following:</p> <p>5.1 Reaching out to the public - Support holding public events that promote awareness of and the importance of science, technology, engineering and math education (STEM).</p> <p>5.2 Reaching out to the teachers - Support holding information sessions for teachers (as required).</p> <p>5.3 Hard skills development – Focus on “Thinking Skills” and “Lifelong Learning” as the key essential skills for our future engineers.</p> <p>5.4 Soft skills development - Focus on Integrity, Work Ethic, Teamwork and Accountability as crucial work habits for our future engineers.</p>		
Equity and Diversity Awareness	<p>Q1. <i>Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? Yes.</i></p> <p>Q2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups? Yes.</i></p> <p>Q3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences? No.</i></p>		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	CD -- Culture and Diversity <ul style="list-style-type: none"> • <i>Ensure that principles of equity and diversity are reflected in key activities supported by EDU.</i> 	-Develop learning activities for the under-represented groups in engineering in collaboration with the different participating associations and institutions.	2017
	CL -- Chapter Liaison <ul style="list-style-type: none"> • <i>Provide enhanced support for the chapter system as recently generally requested by Council.</i> 	-Collaborate on the design and content of a brochure that all Chapters can take to schools for introduction purposes. -Liaise with the Chapters on a regular basis through circulation of an interactive website / discussion forum.	2017
	EC -- Education Conference <ul style="list-style-type: none"> • <i>Organize a conference which will provide the chapters with resources</i> 	-Execute an Education Conference with the active participation of PEO Chapters. -See that chapters develop	2017

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EDUCATION COMMITTEE (EDU)

	<p><i>and information to develop innovative education outreach programs</i></p>	<p>educational outreach programs that engage students, educators, and the public at large in understanding the diversity of the engineering profession.</p> <p>-Develop a strong partnership between the Chapters and the Education Committee to work together to enhance the promotion of the engineering profession.</p> <p>Q2: <i>The multi-cultural calendar was considered when scheduling the workshop date.</i></p> <p>Q3: <i>Persons with disabilities and food allergies were appropriately accommodated.</i></p>	
	<p>EIF -- Engineering Innovations Forum Liaison</p> <ul style="list-style-type: none"> <i>To raise public awareness of engineering innovations and their impacts on Ontario elementary and secondary school students.</i> 	<p>- Liaise with Engineering Innovations Forum by attending multiple meetings for the purposes of ensuring that some future forums are more teenager-friendly.</p>	<p>2017</p>
	<p>EIR -- Engineer-in-Residence</p> <ul style="list-style-type: none"> <i>Oversee the execution of the Engineer in Residence (EIR) program for the 2017 / 2018 School Year.</i> 	<p>-Execute the EIR program for the 2017 / 2018 school year.</p>	<p>2017</p>
	<p>ER -- Educator Resources</p> <ul style="list-style-type: none"> <i>Contribute to science, math and technology curriculum development.</i> 	<p>-Research and review information relating to what society needs from an education system, including creating publications/pamphlets and potential use of various media.</p> <p>-Review of EDU website, make recommendations and draft new content.</p> <p>-Collaborate with engineering faculties, and partner with others (i.e. Let's Talk Science) with respect to outreach events and programs.</p>	<p>2017</p>
	<p>LTP -- Long-Term Planning</p> <ul style="list-style-type: none"> <i>To formulate a long-term strategy to increase Ontario Secondary School student awareness and interest in</i> 	<p>-Monitor EDU committee activities and prepare a summary report to identify how the committee has achieved the goal of increased awareness.</p>	<p>2017</p>

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EDUCATION COMMITTEE (EDU)

	<p><i>Engineering as a rewarding profession; to identify the competencies required for success in an Engineering program at University; to focus on development of the “essential” skills through self-directed learning beyond the Ontario education curriculum; and, to provide access and support to a variety of external educational resources available at PEO.</i></p>	<ul style="list-style-type: none"> - Maintain strong partnerships with stakeholders (both internal and external to PEO) and as pertaining to elementary /secondary school education and development of “essential skills”. - Complete the Terms of Reference / Human Resources Plan / Work Plan for 2017 in collaboration with EDU Committee members. 	
	<p>POS -- Articulate PEO Positions</p> <ul style="list-style-type: none"> • <i>Research and articulate proposed PEO positions on elementary and secondary school education, relating to mathematics, sciences and technology in particular.</i> 	<ul style="list-style-type: none"> - Statements / positions relating to mathematics education and physics (in collaboration with OSPE) will be drafted and proposed to PEO Council. 	2017
	<p>PWC -- Province Wide Challenge</p> <ul style="list-style-type: none"> • <i>Coordinate Development of a Province-Wide Engineering Challenge.</i> 	<ul style="list-style-type: none"> - Coordinate the Development of a potential Province-Wide Engineering Challenge in collaboration with Chapters targeted at elementary or junior high school students. 	2017
	<p>Prepare and submit Annual EDU report to council</p>	Submitted.	2017
	<p>Develop and submit 2018 Work Plans and HR Plans for Council’s approval</p>	Submitted.	September, 2017
	<p>Hold regular EDU meetings</p>	<p>At least 6 meetings per year.</p> <p>Q2: <i>The multi-cultural calendar was considered when scheduling the workshop date.</i></p> <p>Q3: <i>Persons with disabilities and food allergies were appropriately accommodated.</i></p>	2017
Inter-committee collaboration:			
Stakeholders:	PEO Council, PEO Chapters , GLC, OSPE		

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C-509-3.4
Appendix G (i)

EMERGING DISCIPLINES TASK FORCE (EDTF)

Approved by Committee: September 30, 2016		Review Date: September 30, 2017	
Approved by Council:		Approved Budget: \$10,000 [March 2008] (within the Council Priorities envelope)	
Mandate [as approved by Council]:	To develop a clear understanding of emerging engineering practices (Established by Council Motion, March 28, 2008)		
Terms of Reference [Key duties]:	<p>[Phase 1] - COMPLETED April 2010 for NME, September 2010 for CIE</p> <ol style="list-style-type: none"> 1. Identify issues relevant to PEO in these areas relating to established or anticipated practices; 2. Make recommendations to Council on action required, in particular defining the core body of knowledge of these disciplines; <p>[Phase 2] - IN PROGRESS</p> <ol style="list-style-type: none"> 3. Make recommendations to Council regarding Licensing of these areas of practice, including establishing rights to practice and enforcement concepts; 4. Provide advice and support on professional practice and admissions in this area; 5. Support external relations where appropriate; 6. Evaluate existing certification programs relating to these disciplines as they may impact the responsibility of PEO to license the practice of engineering. <p><i>Current Status:</i> NME has submitted its final phase 2 report and is now in follow-up stage with stakeholders. CIE has had its recommendations & Executive Summary approved but the final report needs to be completed. CIE has done more stakeholder consultations in its previous work but still intends to do a wrap up summary in its final report.</p>		
Tasks, Outcomes and Success Measures	Task/Activities:	Outcomes Success measures	Due date:
	1. Work with PEO committees (PSC, ARC, ERC, and ENF) on Phase 2 licensure issues	Provide support to the other committees to implement CIE and NME licensure	As required
	2. Complete external stakeholder consultations for licensure issues; Gather market intelligence;	Document stakeholder perspectives; PEO secures substantive stakeholder agreement for implementation	As required
	3. Provide Registrar with critical implementation factors for PEO to regulate CIE and NME		
	4. Identify existing P.eng's practising CIE or NME, call for volunteers for PEO regulatory committees and establish a "Community of Practice" for CIE and NME practitioners	Existing P.Eng's. identified (voluntarily or through CPD practice questionnaire) At least 3 volunteers recruited for committees CIE and NME communities of practice established	
	5. Update the CIE Core Body of Knowledge	CIE CBOK updated	
6. Develop Certification/Specialist designation for CIE and NME	Designation requirements and approval process developed for Council approval		

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EMERGING DISCIPLINES TASK FORCE (EDTF)

Inter-committee collaboration:	Academic Requirements, Experience Requirements, Professional Standards, Enforcement - consulting on proposals, presenting at committees
Stakeholders:	<p>Common: Engineers Canada - CEAB, CEQB (Industrial Liaison Committee), Government Relations Committee, Canadian Academy of Engineering, industry, Ontario universities, Consulting Engineers Ontario, OACETT, OSPE, CODE, Ontario Ministries of Attorney General, Research & Innovation, Health & Long Term Care, Economic Development and Trade; Canadian Standards Association, Canadian General Standards Board, APEGGA, OIQ Environment Canada, Health Canada, Natural Resources Canada, Canadian Food Inspection Agency</p> <p>NME: Treasury Board Secretariat (CIO), Industry Canada (BioTalent Canada, Office of Consumer Affairs), Agriculture and Agri-Food Canada, Fisheries & Oceans Canada,; Ontario ministries of Environment, Municipal Affairs & Housing (Building Code materials), Labour (Occupational Health & Safety), Agriculture, Food & Rural Affairs, Consumer Services; Canadian Association of Physicists, Canadian Association of Environmental Biologists- Ontario Region, Association of the Chemical Profession of Ontario, Canadian College of Microbiologists, Chemical Institute of Canada/Canadian Society for Chemical Engineering, Canadian Society of Microbiologists, Rx&D(Canada's Research-based Pharmaceutical Companies, Consumers Council of Canada, IEEE Nanotechnology Council.</p> <p>CIE: Industry Canada (ICTC), Public Safety Canada, National Defence, Finance Canada, Foreign Affairs & International Trade Canada, Public Works and Government Services Canada, Transport Canada, RCMP, CSIS, Canadian Border Safety Agency, CRTC, ITU, ITAC, CATA, CIRA, ISACA, ISSA, IEEE, Internet Engineering Task Force (IETF), Institution of Engineering and Technology, Association for Computing Machinery, International Information Systems Security Certificate Consortium (ISC)², International Standards Organization,. Ontario Information & Privacy Commissioner, Ontario Ministries of Government Services (Office of Corporate Chief Information Officer), Finance, Revenue, Energy, Transportation; Ontario Provincial Police, Emergency Management Ontario Independent Electricity System Operator, Hydro One, Ontario Energy Board, Ontario Securities Commission, APEGBC, telecommunication common carriers / internet service providers</p>

HUMAN RESOURCES PLAN - 2017 ENFORCEMENT COMMITTEE (ENF)

Committee: Enforcement Committee	Date Developed: August 2016
Committee Review Date: September 22, 2016	Date Council Approved:

Categories	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	<ul style="list-style-type: none"> • <i>Key objectives & core competencies are listed in Appendix A</i> 	-Industry experience -Legal Understanding -Ability to keep protection of the public paramount -Experience with standards bodies	[ST] - Visioning/Strategic Thinking
Committee Membership	<ul style="list-style-type: none"> • 10 	10	None
Broad Engagement Career Stage	<ul style="list-style-type: none"> • <i>A minimum of 5 practising engineers</i> • <i>A blend of early/mid/late career stages</i> 	Late career to retired (median 30 yrs Licensed, median 44 yrs since degree)	- Early-Mid career [ST]
Disciplines	<ul style="list-style-type: none"> • <i>A cross-section of emerging disciplines</i> 	Electrical [1], Civil [2], Metallurgical [2], Mechanical [4], Computer [1]	[ST] - Structural, Biomedical
Experience Level	<ul style="list-style-type: none"> • <i>A mix of Class A – F</i> 	C-F (median D)	A-B [LT]
Gender / Diversity	<ul style="list-style-type: none"> • <i>At least 30% women</i> • <i>Diversity in all areas</i> 	All men; median age 67. Good mix of ethnicity.	- Women [ST] - Younger members [LT]
Geographic Representation	<ul style="list-style-type: none"> • <i>Cross-section of industry types with regional balance to where engineers work</i> 	Western [4], West Central [1], East Central [4], Eastern [1]	Northern [LT] Chapter Diversity [LT]
CEAB Grads/ Foreign-trained	<ul style="list-style-type: none"> • <i>50 / 50 split of CEAB and internationally trained graduates</i> 	50% CEAB / 50% internationally trained	None
Licensed –vs– Non-licensed	<ul style="list-style-type: none"> • <i>All licence holders</i> 	All licensed. 2 Lawyers as well.	TBD
Volunteer Development Plans <ul style="list-style-type: none"> • List potential development opportunities 	<ul style="list-style-type: none"> • <i>To learn legal enforcement process</i> 	None at present. Most members have served on other committees.	- Have members attend enforcement case hearing in superior court [ST] - Could provide good background for Complaints, Discipline and Registration committees [LT]

HUMAN RESOURCES PLAN - 2017
ENFORCEMENT COMMITTEE (ENF)

<p>Succession Planning</p> <ul style="list-style-type: none"> • Time on Committee 	<ul style="list-style-type: none"> • 3 -5 year term maximum for members • 2 year term maximum for Chair & Vice-Chair 	<ul style="list-style-type: none"> - median 9 yrs on ENF - 3 yr terms for Chair and Vice-Chair 	<ul style="list-style-type: none"> - 3-5 year term membership [LT] - 2 yr term Chair & VC [ST]
<p>Terms of Office:</p> <ul style="list-style-type: none"> • Chair/Vice Chair • Committee members 	<ul style="list-style-type: none"> • Chair and Vice Chair have a 1-year term of office with a possible re-election to a second year. • Committee members have a 1-year term with a request for re-appointment up to 3-5 years. • Ideally the Chair would serve for 2 years; the Vice-Chair 2 years, and the Vice-Chair would transition into the role of Chair. 		

D R A F T

WORK PLAN - 2017 ENFORCEMENT COMMITTEE

Approved by Committee: September 22, 2016		Review Date: September 22, 2016	
Approved by Council:		Approved Budget:	
Mandate [as approved by Council]:	Mandate is to advise Council on matters relating to the enforcement of the provisions of the Professional Engineers Act dealing with unlicensed and unauthorized practice. Standing committee of Council established by Council on September 24, 1999.		
Terms of Reference [Key duties]:	<ol style="list-style-type: none"> To prepare and present policy proposals to Council on issues relating to PEO's enforcement activity. To act as an advisory body to the Registrar, Council and PEO committee and task forces on policy matters relating to enforcement. 		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	Subcommittee E: Examine the prevalence and impact of forged and counterfeit seals within the profession with a view to developing a comprehensive recommendation to Council /Engineers Canada for further action.	Provide information to Professional Standards Committee (PSC) on the prevalence and impact of counterfeit seals.	March 2017
	Subcommittee F: Examine feasibility of changing legislative schemes regarding the restriction on use of engineering terms in company names, e.g., mimic parking/speeding offences with fixed fines for clear infractions.	Such an arrangement would shift the burden from PEO having to prove an infraction to the offender having to appeal a fine.	January 2017
	Subcommittee 2017-A: Provide guidance for Outreach objectives and content; identify specific audiences and key messages to convey; develop a short term and long term strategy.	Create a sustainable program of key topics and a preliminary schedule for delivery to stakeholders.	Ongoing
	Subcommittee 2017-B: Identify activities to achieve enhanced enforcement within manufacturing and industry in general.	Identify areas of concern and propose activities to address or mitigate those concerns.	Mid to late 2017
	Subcommittee 2017-C: Prepare policy development materials and rationale to migrate Pre-Start Health and Safety Review guideline to a performance standard.	Proposal to be submitted to Council and PSC for consideration.	Mid 2017
Inter-committee collaboration:	Emerging Disciplines Task Force; Professional Standards Committee; Licensing Committee		
Stakeholders:	Ministry of the Attorney General of Ontario		
Equity and Diversity Awareness	<ol style="list-style-type: none"> Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES Is each task/activity being done in an equitable manner and engaging diverse groups? YES Are there any barriers to information dissemination, human resources, physical space, and cultural differences? NO 		

September 22, 2016

WORK PLAN 2017 EQUITY AND DIVERSITY COMMITTEE (EDC)

Approved by Committee: September 21, 2016		Review Date: September 2017	
Approved by Council:		Approved Budget: \$10,075 [2017]	
Mandate [as approved by Council]:			
<ul style="list-style-type: none"> Recommend action plan to integrate equity and diversity values and principles into the general policy and business operations of PEO. 			
Terms of Reference [Key Duties and Responsibilities]:			
<p>1. Recommend mechanisms to ensure:</p> <ul style="list-style-type: none"> There are no groups excluded from the structural life of PEO and communicate PEO's clear commitment to the values and principles of equity and diversity. There is an environment in PEO in which the members of diverse groups are recognized and valued. That regulatory procedures for licensing, complaints, discipline and enforcement, and all PEO meetings and communications with members and the public, reflect the values set out in PEO's Equity and Diversity Policy. There is equity and diversity training for Councillors, PEO staff, committee members, Chapter executives and other volunteers. <p>2. Recommend mechanisms to monitor compliance and effectiveness of PEO's Equity and Diversity Policy.</p> <p>3. Be a catalyst for new initiatives that will help develop an understanding of and commitment to equity and diversity.</p>			
Equity and Diversity Awareness			
<ul style="list-style-type: none"> The equity and diversity web-module was considered when planning tasks and activities for 2017. Tasks/activities to be undertaken in 2017 will be done in an equitable manner, engaging diverse groups within PEO Chapters and Committees. The multi-cultural calendar was considered when scheduling meetings and/or events. 			
Action Plan & Activities:		Current Status (Date):	Due Date:
Facilitate PEO delivery of ongoing information, training and resource support to help staff and volunteers develop capacity to address equity and diversity issues.			
1. Develop articles for Engineering Dimensions.		In progress	Spring and Fall issue
Provide guidance to volunteers about their roles in implementing the E&D policy.			
2. Chair to facilitate E&D presentations to chapters and committees as requested.		In progress	Ongoing
3. Monitor impact of new Work Plan template developed by EDC in collaboration with ACV.		In progress	Ongoing

**WORK PLAN 2017
EQUITY AND DIVERSITY COMMITTEE (EDC)**

Action Plan & Activities (continued):	Current Status (Date):	Due Date:
Promote PEO activities in recruitment and retention of volunteers, with a focus on achieving equity and increasing diversity within the engineering profession.		
4. Through personal networks, EDC to encourage members from various demographics to apply on volunteer openings and to run for elected Council positions.	Standing annual agenda item	Ongoing
5. Facilitate and monitor introduction of a chapter Equity & Diversity recognition award.	In progress	TBD 2017
Seek to identify and work to remove barriers that limit access to PEO services and programs in areas such as information dissemination, human resources, physical space and cultural difference.		
6. Develop project plan to identify perceived barriers and recommendations for change.		TBD
Inter-committee collaboration:	<ul style="list-style-type: none"> - All PEO committees and task forces; namely the Advisory Committee on Volunteers – offering help as requested or in relation with E&D training - Chapters and Regional Councillors Committee (RCC) – promoting awareness of E&D, and training of Chapter volunteers 	

EXPERIENCE REQUIREMENTS COMMITTEE (ERC)

<p>Approved by Committee: <i>September 15, 2016</i></p>	<p>Review Date: <i>September 15, 2016</i></p>
<p>Approved by Council: <i>[DATE]</i></p>	<p>Approved Budget: <i>[AMOUNT] [DATE]</i></p>
<p>Mandate [as approved by Council]</p>	<p>1) The Experience Requirements Committee is continued and shall be composed of a chair appointed by Council, the immediate past chair, if any, and such other Members as are appointed by the Council and three members of the Committee constitute a quorum. R.R.O. 1990, Reg. 941, s. 41 (1).</p> <p>(2) Where an application for the issuance of a licence, temporary licence or limited licence is referred to the Experience Requirements Committee pursuant to the Act, the Committee shall,</p> <ul style="list-style-type: none"> (a) assess the experience qualifications of the applicant; and (b) determine whether the applicant meets the experience requirements prescribed by this Regulation and so advise the Registrar. R.R.O. 1990, Reg. 941, s. 41 (2). (c) if the Committee determines that the applicant does not meet the experience requirements, specify the experience requirements that the applicant must meet, for the purposes of the notice referred to in subsection 14(6) of the Act R.R.O. 1990 Reg. 941 s. 41(2); O.Reg 71/15, s. 13. <p>(2.1) If the Experience Requirements Committee is requested to assess, for the purposes of section 51.1, an applicant for the reinstatement of a licence or limited licence, the Committee shall,</p> <ul style="list-style-type: none"> (a) assess the applicant's knowledge and understanding of the current laws and standards governing the practice of professional engineering; and (b) determine whether the applicant's knowledge and understanding is sufficient to warrant the reinstatement of his or her licence or limited licence and so advise the Registrar. O. Reg. 143/08, s. 6. <p>(3) For the purpose of carrying out its duties, the Experience Requirements Committee may, in the discretion of the Committee and on its own initiative, interview the applicant. R.R.O. 1990, Reg. 941, s. 41 (3).</p> <p>(4) The Committee shall interview the applicant if there is a question raised with respect to the ability of the applicant to communicate adequately in the English language. R.R.O. 1990, Reg. 941, s. 41 (4).</p>
<p>Terms of Reference [Key duties]</p>	<p>To assess the experience of applicants through file review and by personal interview as may be required :</p> <ul style="list-style-type: none"> (a) To determine if experience requirements under the Regulations has been met; (b) To recommend to the Academic Requirements Committee (ARC) how experience can 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; (d) In the case of reinstatement – to assess applicant's knowledge and understanding of the current laws and standards governing the practice of professional engineering as per ERC guidelines. <p>To advise the Registrar with respect to the foregoing. (Mandate approved in principle by Council),</p>
<p>Equity and Diversity Awareness</p>	<p>The Equity and Diversity Module was made available to the ERC members for training and resource purposes. The majority of the committee members are themselves foreign educated professional engineers who were themselves interviewed prior to licensure.</p>

EXPERIENCE REQUIREMENTS COMMITTEE (ERC)

Tasks, Outcomes and Success Measures	Task/Activities	Outcomes Success measures	Due date
	Timely and appropriate advice to the Registrar or Deputy Registrar and to applicants with respect to the appropriateness of experience.	Monthly approval of ERC interview recommendations	ongoing
	Timely and appropriate advice to the ARC with respect to recommendations on exam programs and academic qualifications of applicants.	Monthly recommendations for ARC approval	ongoing
	Development of an ERC Procedures Manual for the purpose of documenting the current ERC interview processes.	Approved manual to be used as a resource for current ERC members and as a training tool for new members	Issue December 2016
	Implementation of Consultant's recommendations for the interview process.	Development of procedures enhancements and subsequent training of ERC members	Mid 2017
	Members should engage in training as required to ensure they are up-to-date in types of interviews, ERC procedure, etc.	Training is provided to current and new ERC members.	Ongoing
	Persons with disabilities and food allergies are appropriately accommodated. Special religious and multi-cultural requirements are accommodated.	Individual preferences for food are accommodated Scheduling of interviews provides flexibility to applicants in consideration of these special requirements.	Ongoing
Inter-committee collaboration	The ERC will provide recommendations to the ARC with respect to applicants' exam programs and academic qualifications. The ERC will provide recommendations to the Legislation Committee, the Licensing Committee and other PEO committees as requested. The ERC members may be requested to provide evidence in Registration Hearings.		
Stakeholders:			

WORK PLAN - 2017

C-509-3.4
Appendix K (i)

GOVERNMENT LIAISON COMMITTEE (GLC)

Approved by Committee: <i>September 20, 2016</i>		Review Date: <i>September 20, 2016</i>	
Approved by Council: <i>[DATE]</i>		Approved Budget: <i>[AMOUNT] [DATE]</i>	
Mandate [as approved by Council]:	<i>To provide oversight and guidance for the PEO Government Liaison Program (GLP). [APPROVED BY COUNCIL June 2011]</i>		
Equity and Diversity Awareness	<ol style="list-style-type: none"> <i>Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES</i> <i>Is each task/activity being done in an equitable manner and engaging diverse groups?</i> <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences?</i> 		
Tasks, Outcomes and Success Measures:	Task/Activities [as per Terms of Reference – Key Duties]:	Outcomes Success measures	Due date:
	1. MONITOR REGULATORY ISSUES		
	<i>Monitor and evaluate regulatory issues requiring liaison with the government and advise Council of strategic initiatives to effect such liaison.</i>	<i>a. Subcommittee meets 10 times per year.</i>	2017
	<i>a. Monitor regulatory issues and emerging issues.</i>	<i>b. GLP Info Notes developed, reviewed and revised each quarter and shared with Council and GLP chairs.</i>	End of each quarter
	<i>b. Develop, review and revise GLP Info Notes.</i>		
	2. COORDINATE ACTIVITIES OF GOVERNMENT LIAISON PROGRAM		
	<i>Implement “Measuring GLP Engagement in the Chapters” initiative</i>	<i>Chapters submit self-assessment reports at year end. Chapters use the template to develop a plan of GLP activities in the chapter.</i>	Roll-Out: Jan Reports: October 2017
	<i>Coordinate GLP training including oversee:</i>	<i>a. 1 per region per year</i>	2017
	<i>a. planning of GLP Academy (training)</i>		
	<i>Q2: The multi-cultural calendar was considered when scheduling the workshop dates.</i>		
<i>Q3: Persons with disabilities and food allergies were appropriately accommodated.</i>	<i>b. 100 participants complete training</i>	June 2017	
<i>b. on-line training for GLP chairs and committee members</i>			
3. COORDINATE Gov’t Relations with ENGINEERING PROFESSION			
<i>Hold regular GLC meetings</i>	<i>a. At least 10 meetings per year</i>	2017	
	<i>b. regular reports from CEO, OSPE, Engineers Canada and ESCCO</i>		
<i>Liaise regularly with OSPE/PAN and share best practices for joint meetings with MPPs.</i>	<i>a. speaker at GLC meeting</i>	January 2017	
	<i>b. connect local PAN reps with GLP reps</i>	Ongoing	
4. MATTERS DELEGATED BY COUNCIL			
<i>Consider any other matter related to the Government Liaison Program delegated to the committee by the Council.</i>	<i>Respond to Council’s request</i>	As required	
<i>Consider matters at regular GLC meetings.</i>			

GOVERNMENT LIAISON COMMITTEE (GLC)

	Strike subcommittee, if required, to focus on the matter.		
5. CONSULT TO ADVANCE SUPPORT OF PEO FROM GOV'T			
	Consult as required with Council, chapters, members, staff, with respect to opportunities to advance support of PEO from government.	Promote availability to consult.	1 st Qtr 2017
6. RECEIVE AND REVIEW REPORTS FROM PEO COMMITTEES			
	Establish, receive and review reports from PEO committees as it considers appropriate. Liaise with Legislation Committee, Regional Councillors Committee (RCC), Joint Relations Committee (JRC) and Task Force for (CP) ²	Invite speaker to present to GLC or receive report, one per quarter.	2017
7. ENHANCE GOV'T OUTREACH			
	Develop and launch MPP Interaction Database	Develop and launch for GLP chairs to report on their interactions.	April 2017
	Expand "Take Your MPP to Work Day": Consider a window (Constituency Week in November?) when all chapters arrange initiative in their local community.	Number of MPP's participating: 18	December 2017
	Organize Queen's Park Day or GLC Conference Q2: The multi-cultural calendar was considered when scheduling the workshop date. Q3: Persons with disabilities and food allergies were appropriately accommodated.	Event delivered.	4 th Qtr 2017
8. WORK PLAN			
	Prepare and update GLC Operational Plan	Update at least quarterly	End of each quarter
	Develop and submit 2017 Work Plans and HR Plans for Council's approval	Submitted by due date	Sept 2017
	Prepare and submit Annual GLC report to Council	Submitted by due date	Feb 2017
Inter-committee collaboration:	Participation in Chairs Meetings, consult with (CP) ² Task Force, consult with Legislation Committee, liaise with Regional Councillors Committee (RCC) and Joint Relations Committee (JVC)		
Stakeholders:	PEO Council, PEO Chapters, OSPE, CEO, Engineers Canada, ESSCO, OCEPP, Government (MPPs of all parties, civil servants)		

WORK PLAN – 2016/2017

LEGISLATION COMMITTEE (LEC)

C-509-3.4
Appendix L (i)

Approved by Committee: October 14, 2016 (amended)		Review Date: May 2017	
Approved by Council: September 23, 2016		Approved Budget: TBD	
Mandate [as approved by Council]:	<p>Section 30(1) of By-Law No. 1 grants Council the power to appoint the Legislation Committee. The Legislation Committee had been dormant for some time. By Resolution dated May 8, 2009, Council appointed the Legislation Committee.</p> <p>To provide oversight and guidance to matters pertaining to PEO's Act, 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>		
Terms of Reference [Key duties]:	<p>In support of its mandate, the Legislation Committee will include among its duties:</p> <ul style="list-style-type: none"> (i) acting as custodian for PEO legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO legislation, and providing guidance as to which of these should be put into legislation; (ii) overseeing draft changes to PEO legislation which have not been assigned to another Committee or Task Force; and (iii) keeping Council apprised of relevant external legislative initiatives and changes which may affect PEO legislation. 		
Equity and Diversity Awareness	<ol style="list-style-type: none"> 1. <i>Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies?</i> YES 2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups?</i> YES 3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences?</i> NO 		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	2016-17 Priority Tasks:		
	1. Move Fees from Regulation to By-Law	By-law amendments drafted and sent to Council; Regulation changes sent to Council	April 2017
	2. Resolution of all outstanding Act changes approved by Council 2010-present	Recommendations for Council decision to rescind or approve fully-developed policy intent package as per Act Change Protocol	April 2017
3. Complete review of outstanding changes to Regulation 941 for compliance with Council-approved policy motions and evidence-based policy development, and provide feedback to the Attorney General and Council pursuant.	Policy clarifications from Licensing Policy Committee reviewed and recommendations made to Council	April 2017	

WORK PLAN – 2016/2017

LEGISLATION COMMITTEE (LEC)

	4. Deal with any residual/remaining issues resulting from Bill 68, including proclamation of outstanding sections (Provisional Licence, <i>Not for Profit Corporations Act</i> changes)	Proclamation dates scheduled with Ministry of the Attorney General.	April 2017
	5. Monitor government opportunities to resolve Ontario legislation that conflicts with the authority or provisions of the <i>Professional Engineers Act</i> or its Regulations	Staff to identify opportunities when conflicting Acts or Regulations are proposed for amendment to contact each Ministry, identifying the conflicting provisions and requesting satisfactory resolution.	April 2017
	6. In accordance with the Regulatory Policy Protocol approved by Council, review all referred policy proposals that involve authority from the Act, Regulations or By-Laws, and provide regulatory impact analysis and recommendations to Council pursuant.	Regulatory impact analyses completed and forwarded to Council for policy determination.	April 2017
	7. Maintain an up-to-date regulatory issues (Act/Reg/By-Law change proposals) log and provide annual update to Council	Issues log maintained and provided annually to Council	April 2017
	8. Identify regulatory policy issues that require amendment to the Act or Regulations, and compile database.	List of issues developed for legislative analysis and Council determination, as per the Act Change Protocol; Act Change Log created and maintained.	November 2016
	9. Prepare an annual Work Plan and Human Resources Plan in accordance with the Committees and Task Forces Policy.	Annual Work Plan drafted for Council approval; HR plan developed, if necessary.	September 2016
	Q2: <i>The multi-cultural calendar was considered when scheduling the workshop date.</i>	Calendar considered.	June 2016
	Q3: <i>Persons with disabilities and food allergies were appropriately accommodated.</i>	Accommodations successfully addressed, where necessary.	Each LEC meeting
Inter-Committee Collaboration:	The Committee will liaise with any Committee or Task Force that provides it with work for comment. It will also liaise with any Committee it deems necessary, where such Committee is involved with PEO legislation, etc.).		
Stakeholders:	Council and the Attorney General of Ontario; PEO Statutory Committees (Academic Requirements Committee; Experience Requirements Committee; Registration Committee; Complaints Committee; Discipline Committee); and advisory committees (for example, Professional Standards Committee), as needed on specific issues.		

WORK PLAN - 2017

PROFESSIONAL STANDARDS COMMITTEE (PSC)

Approved by Committee: <i>September 13, 2016</i>		Review Date:	
Approved by Council:		Approved Budget:	
Mandate [as approved by Council]:	<p><i>There are no specific powers assigned to this committee by the Professional Engineers Act, Regulation 941/90 or By-Law 1.</i></p> <p><i>The mandate of the committee is to fulfill the second of the additional objects of the Act:</i></p> <p><i>2(4) For the purpose of carrying out its principal object, the Association has the following additional objects:</i></p> <p><i>2. To establish, maintain and develop standards of qualification and standards of practice for the practice of professional engineering.</i></p> <p><i>[from PSC Terms of Reference, Approved April 2010]</i></p>		
Equity and Diversity Awareness	<p><i>1. Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? No</i></p> <p><i>2. Is each task/activity being done in an equitable manner and engaging diverse groups? Yes</i></p> <p><i>3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? No</i></p>		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	<p>Complete drafts of the following guidelines:</p> <ul style="list-style-type: none"> a) Guideline for Technical Audits of Condominiums b) Record Documents c) Structural Condition Assessments of Existing Buildings d) Solid Waste Management e) Demountable Event Structures 	<p>Draft approved Council</p>	<p>March 2017</p> <p>March 2017</p> <p>November 2016</p> <p>March 2017</p> <p>September 2017</p>
	Provide a recommendation to Council on alternatives to the Structural Specialist Designation	Submit Briefing Note to Council	November 2016
Inter-committee collaboration:	<p>PSC may consult and/or collaborate with the following PEO committees/task forces over the next year: Discipline Committee, Complaints Committee, Enforcement Committee, Education Committee, Government Liaison Committee, Chapter Chairs and various task forces.</p>		
Stakeholders:	<p>PSC may engage in dialogue with or seek consultations from the following during the next year: PEO Council, Ministry of Labour, Ministry of Municipal Affairs and Housing, Ministry of the Environment, Ministry of Transport, Office of the Fire Marshal and Emergency Management, Electrical Safety Authority, Ontario Society for Professional Engineers, Consulting Engineers Ontario, OACETT, Engineers Canada, other provincial engineering associations, Ontario Association of Architects and others.</p>		

Briefing Note – Decision

OSPE-PEO JOINT RELATIONS COMMITTEE TERMS OF REFERENCE

Purpose: To approve the revised Terms of Reference for the OSPE-PEO Joint Relations Committee (JRC).

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

That Council approve the revised OSPE-PEO Joint Relations Committee (JRC) Terms of Reference as presented to the meeting at C-509-3.5, Appendix A.

Prepared by: Gerard McDonald, Registrar

Moved by: Warren Turnbull, 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 the Terms of Reference of the various committees on an as required basis.

The JRC has submitted a revised Terms of Reference for Council approval. The proposed JRC Terms of Reference are presented in Appendix A. A strikethrough version of the changes is contained in Appendix B while the original Terms of Reference are presented in Appendix C

2. Proposed Action / Recommendation

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

3. Next Steps (if motion approved)

The approved document will be posted on the PEO website.

4. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> The revised OSPE-PEO Joint Relations Committee (JRC) Terms of Reference were reviewed by the JRC at its meeting of September 21, 2016 meeting.
Council Identified Review	N/A
Actual Motion Review	N/A

5. Appendices:

- i) Appendix A - Revised OSPE-PEO Joint Relations Committee (JRC) Terms of Reference
- ii) Appendix B - Revised OSPE-PEO Joint Relations Committee (JRC) Terms of Reference - Strikethrough version
- iii) Appendix C - OSPE-PEO Joint Relations Committee (JRC) Terms of Reference - March 2012 version.

OSPE - PEO
Joint Relations Committee
Terms of Reference

1) Purpose

The purpose of the Committee is to:

- a) Build relationships between the leaders of the two organizations to strengthen regulation, service and advocacy for the profession;
- b) Facilitate the exchange of information between the two organizations;
- c) Identify issues and facilitate cooperation between the two organizations in areas of mutual interest / concern; and
- d) Provide a forum for the discussion and informal resolution of potential areas of opportunity or conflict between the two organizations.

2) Guiding Principles

- (i) We will support each other in the interest of advancing the engineering profession.
- (ii) We will work to find synergies, and to avoid competing with one another.

3) Composition

3.1 The Committee will consist of the following members:

- a) The President / Chair plus Vice-Chair, plus two (2) Directors of the Ontario Society of Professional Engineers;
- b) The Chief Executive Officer of the Ontario Society of Professional Engineers;
- c) The President, The President-elect, plus two (2) Councillors member (P.Eng.) Councillors of Professional Engineers Ontario; and
- d) The Registrar of Professional Engineers Ontario.

The above representatives will be appointed to the Committee by their respective organizations from time to time according to their respective organizations' policies for such appointments. It is intended that appointees will be chosen on the basis of their knowledge of the issues facing the profession and of their respective organizations' positions with respect to same, as well their commitment to maintaining an effective working relationship between the two organizations. Appointees must be members of both organizations.

It is also recommended that appointees be selected on the basis of maintaining a level of continuity on the committee in order to progress long-term initiatives.

3.2 Term, Substitution of Members

It is intended that members of the Committee be appointed for a term of at least one (1) year in order to facilitate the building of relationships and to provide continuity.

Either organization may, at its discretion, substitute another representative from its Executive Committee or senior staff, for any meeting at which one of its regularly appointed representatives is unavailable to participate.

4) Meetings

- 4.1 **Frequency** - The Committee will hold at least four regular meetings per year. Additional regular or special meetings may be scheduled at any time with the agreement of the members.
- 4.2 **Chair** – The Chair of the meeting will alternate between the President of OSPE and the President of PEO. Should neither of those individuals be available the Committee will appoint a suitable Chair for the meeting in question.
- 4.3 **Agenda** - At least fifteen (15) days prior to each meeting, the recording secretary will circulate to all members a draft agenda for the meeting.
- 4.4 **Minutes / Proceedings** - On an annual basis, a recording secretary will be designated to record minutes of the meeting for the year. The other organization will be expected to record minutes of the meeting for the alternate year. These minutes will be circulated to all participants of the meeting within fifteen (15) days of the meeting for review and comment, with a view to producing a final draft for approval at the next regular meeting.
- 4.5 **Additional Participants** - With the agreement of the Committee, other individuals may be invited to participate in any meeting.

5) Authority, Responsibility

The Committee is an informal body with no power to bind either organization, and no accountability to either organization other than as may be expected by that organization of its appointees. Decisions arising from the Committee may be forwarded to the respective organizations for approval at their upcoming Council/Board meeting.

6) Expenses

- 6.1 Each organization will reimburse the expenses of its appointees to the Committee in accordance with its established policies and procedures.
- 6.2 The two organizations will share the common meeting and operating expenses of the Committee (such as meals / refreshments, duplication and transmission of documents, etc.) This may be accomplished by alternating the hosting of the meeting between the two organizations' premises.

OSPE - PEO

Joint Relations Committee

Terms of Reference

1) Purpose

The purpose of the Committee is to:

- a) Build relationships between the leaders of the two organizations to strengthen regulation, service and advocacy for the profession;
- b) Facilitate the exchange of information between the two organizations;
- c) Identify issues and facilitate cooperation between the two organizations in areas of mutual interest / concern; and
- d) Provide a forum for the discussion and informal resolution of potential areas of opportunity or conflict between the two organizations.

2) Guiding Principles

- (i) We will support each other in the interest of advancing the engineering profession.
- (ii) We will work to find synergies, and ~~not compete to avoid competing~~ with one another.

3) Composition

3.1 ———The Committee will consist of the following members:

- a) The President / Chair plus ~~three (3) senior volunteers~~ Vice-Chair, plus two (2) Directors 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,~~ The President-elect, plus two (2) Councillors member (P.Eng.) Councillors of Professional Engineers Ontario; and
- d) The ~~Chief Executive Officer~~ Registrar of Professional Engineers Ontario.

The above representatives will be appointed to the Committee by their respective organizations from time to time according to their respective organizations' policies for such appointments. It is intended that appointees will be chosen on the basis of their knowledge of the issues facing the profession and of their respective organizations' positions with respect to same, as well their commitment to maintaining an effective working relationship between the two organizations. Appointees must be members of both organizations.

It is also recommended that appointees be selected on the basis of maintaining a level of continuity on the committee in order to progress long-term initiatives.

3.2 Term, Substitution of Members

It is intended that members of the Committee be appointed for a term of at least one (1) year in order to facilitate the building of relationships and to provide continuity.

Either organization may, at its discretion, substitute another representative from its Executive Committee or ~~Senior Staff~~senior staff, for any meeting at which one of its regularly appointed representatives is unavailable to participate.

4) Meetings

- 4.1 **Frequency** - The Committee will hold at least four regular meetings per year, ~~one in each calendar quarter.~~ Additional regular or special meetings may be scheduled at any time with the agreement of the members.
- 4.2 **Chair** ~~—Prior to each— The Chair of the~~ meeting, ~~one member of the Committee will be designated to act as Chair on an alternating basis~~alternate between a PEO representative and ~~an~~the President of OSPE representative and the President of PEO. Should neither of those individuals be available the Committee will appoint a suitable Chair for the meeting in question.
- 4.3 **Agenda** - At least fifteen (15) days prior to each meeting, the ~~Chair~~recording secretary will circulate to all members a draft agenda for the meeting.
- 4.4 **Minutes / Proceedings** - ~~At each meeting, one member of the Committee will~~ On an annual basis, a recording secretary will be designated to record minutes of the meeting. for the year. The other organization will be expected to record minutes of the meeting for the alternate year. These minutes will be circulated to all participants of the meeting within fifteen (15) days of the meeting for review and comment, with a view to producing a final draft for approval at the next regular meeting, ~~with a view to submit a final approved version of the minutes no more than 30 days from the date of the initial meeting.~~
- 4.5 **Additional Participants** - With the agreement of the Committee, other individuals may be invited to participate in any meeting.

5) Authority, Responsibility

The Committee is an informal body with no power to bind either organization, and no accountability to either organization other than as may be expected by that organization of its appointees. To facilitate frank conversations, meetings are in camera on a “without prejudice” basis Decisions arising from the Committee may be forwarded to the respective organizations for approval at their upcoming Council/Board meeting.

6) Expenses

- 6.1 Each organization will reimburse the expenses of its appointees to the Committee in accordance with its established policies and procedures.
- 6.2 ~~————~~The two organizations will share ~~in~~ the common meeting and operating expenses of the Committee (such as meals / refreshments, duplication and transmission of documents, etc.) This may be accomplished by alternating the hosting of the meeting between the two organizations' premises.

OSPE - PEO
Joint Relations Committee
Terms of Reference

1) Purpose

The purpose of the Committee is to:

- a) Build relationships between the leaders of the two organizations to strengthen regulation, service and advocacy for the profession;
- b) Facilitate the exchange of information between the two organizations;
- c) Identify issues and facilitate cooperation between the two organizations in areas of mutual interest / concern; and
- d) Provide a forum for the discussion and informal resolution of potential areas of opportunity or conflict between the two organizations.

2) Guiding Principles

- (i) We will support each other in the interest of advancing the engineering profession.
- (ii) We will work to find synergies and not compete with one another.

3) Composition

3.1 The Committee will consist 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.

The above representatives will be appointed to the Committee by their respective organizations from time to time according to their respective organizations' policies for such appointments. It is intended that appointees will be chosen on the basis of their knowledge of the issues facing the profession and of their respective organizations' positions with respect to same, as well their commitment to maintaining an effective working relationship between the two organizations.

3.2 Term, Substitution of Members

It is intended that members of the Committee be appointed for a term of at least one (1) year in order to facilitate the building of relationships and to provide continuity.

Either organization may, at its discretion, substitute another representative from its Executive Committee or Senior Staff, for any meeting at which one of its regularly appointed representatives is unavailable to participate.

4) Meetings

- 4.1 **Frequency** - The Committee will hold at least four regular meetings per year, one in each calendar quarter. Additional regular or special meetings may be scheduled at any time with the agreement of the members.
- 4.2 **Chair** - Prior to each meeting, one member of the Committee will be designated to act as Chair on an alternating basis between a PEO representative and an OSPE representative.
- 4.3 **Agenda** - At least fifteen (15) days prior to each meeting, the Chair will circulate to all members a draft agenda for the meeting.
- 4.4 **Minutes / Proceedings** - At each meeting, one member of the Committee will be designated to record minutes of the meeting. These minutes will be circulated to all participants of the meeting within fifteen (15) days of the meeting for review and comment, with a view to producing a final draft for approval at the next regular meeting, with a view to submit a final approved version of the minutes no more than 30 days from the date of the initial meeting.
- 4.5 **Additional Participants** - With the agreement of the Committee, other individuals may be invited to participate in any meeting.

5) Authority, Responsibility

The Committee is an informal body with no power to bind either organization, and no accountability to either organization other than as may be expected by that organization of its appointees. To facilitate frank conversations, meetings are in camera on a “without prejudice” basis.

6) Expenses

- 6.1 Each organization will reimburse the expenses of its appointees to the Committee in accordance with its established policies and procedures.
- 6.2 The two organizations will share in the common meeting and operating expenses of the Committee such as meals / refreshments, duplication and transmission of documents, etc. This may be accomplished by alternating the hosting of the meeting between the two organizations' premises.

In Camera Session

In-camera sessions are closed to the public

Briefing Note – Information

C-509-5.1

LEGISLATION COMMITTEE UPDATE

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

Motion(s) to consider:

none required

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

Regional Councillors Committee (RCC) Update

Purpose: To update Council on RCC activities

No motion required

Prepared by: Matt Ng., P.Eng., Manager, Chapters

Councillor Sadr, Chair of the Regional Councillors Committee (RCC), will provide a report on activities of the RCC.

Appendices

At its August 2010 meeting, the Executive Committee, by consensus, agreed that a Regional Councillors Report, setting out chapter issues that were approved at each Regional Congress to go forward to Regional Councillors Committee, be included as an information item on future Council agendas.

- Appendix A – Regional Congress Open Issues Report.

Regional Congress Open Issues

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Seconder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
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Western

55	Sep/2014	WRC requests RCC to establish a task force to consider recommended changes and potential implementation of the proposed structured EIT program as presented in the PENTA Forum 2014, so to address Western Open Issue 49 by 2015 PEO AGM.	W Kershaw, D Al-Jailawi	Chapter Manager to contact Angela Scott, Wayne Kershaw and Julien Samson to inquire if they would be interested in working with the Licensing Committee on identifying obstacles that individuals and companies are facing with the proposed structured EIT program.	Western Congress	01-Oct-16	Remain Open	<input type="checkbox"/>	
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<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Seconder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
56	Sep/2015	WRC requests RCC to request the PEO Licensing Committee to clarify the background associated with 30 hour supervised EIT experience per month requirement; to provide information on what is an acceptable way for how an EIT can get someone to vouch for his/her experience in the absence of a P.Eng. direct supervisor. The region further asks the committee to provide an explanation on why this is changed, and with the intent to change it back to what it was before.	M Irvine, N Birch	Chapter Manager to forward the background email from Michael Price to Western Region delegates. Chapter Manager to contact Michael Price to request a timeline showing when the experience requirement will be reverted to what it had been.	Western	01-Oct-16	Remain Open	<input type="checkbox"/>	

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Second</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
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West Central

32	Jun/2014	WCRC wants RCC to implement means of improving the knowledge new licensee have with regard to the role and mandate of PEO in society, its chapter system and volunteerism in general for the Association.	S Favell, J Chisholm	M. Ng presented the progress of the welcome package to the RCC. Once approved, the package will be sent to PEO Licensing for their approval before implementation. No further action from the congress, M. Ng will report the progress at the next congress.	West Central Congress	14-Sep-16	Remain Open	<input type="checkbox"/>	
37	Sep/2016	The WCRC would like to motion the RCC to examine the motion trail that lead to today's restrictions on chapter volunteers and regional councillors travel within their home chapter clarify and if needed or re-cast the policy for reimbursing our chapter volunteers on their mileage expenses.	G Abdelmessih, S Bhavsar		West Central Congress	14-Sep-16	New	<input type="checkbox"/>	

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Secunder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
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Northern

38	Sep/2015	NRC requests RCC to recommend to Council to establish a task force to look at the size of the council make-up with reference to the James Dunsmuir's article in Engineering Dimensions May/June 2015 issue.	Z White, D Ch'ng	No further discussion by RCC needed. The Region requests this be left open as a reminder.	Northern Congress	17-Sep-16	Remain Open	<input type="checkbox"/>	
39	Feb/2016	NRC requests RCC to recommend to council to rescind the motion of a membership referendum for continuous professional development (CPD) program. It is the opinion of the NRC that PEO should have a mandatory CPD program for its members and administered by PEO.	M Barker, L Betuzzi	No further discussion by RCC needed. The Region requests this be left open as a reminder.	Northern Congress	17-Sep-16	Remain Open	<input type="checkbox"/>	

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Second</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
40	Jun/2016	To raise the RCC Entrance Scholarship Fund from \$1000 per chapter to \$2000 per chapter.	R Bressan, A Aleman Chavez	The Entrance Scholarship Fund is pending Council's approval of the 2017 Chapter Office budget which has proposed a funding increase to a total of \$1,500 per chapter in 2017. The Region requests that this be left open until the 2017 budget is confirmed.	Northern Congress	17-Sep-16	Remain Open	<input type="checkbox"/>	
41	Sep/2016	The Northern Regional Congress (NRC) requests that the RCC approach the Experience Requirement Committee for a revamp of the communication process and establish a service standard for responses to applicants to PEO.	L. Keats, D. Jackowski		Northern	17-Sep-16	New	<input type="checkbox"/>	

East Central and Eastern regions do not have open issues to report.

Briefing Note – Information

C-509-5.3

ENGINEERS CANADA UPDATE

Purpose: To inform Council of the recent activities of Engineers Canada

Motion(s) to consider:

none required

Chris Roney, President, Engineers Canada, one of PEO's Directors on the Engineers Canada board, will provide a verbal report.

Appendix A – Board Summary Report – Sept 2016

September 2016 Board Meeting and Annual Meeting of Members Summary

Materials are on the [Board Meeting Microsite](#) and [Engineers Canada website](#), as linked in item titles.

Appointments Approved

Connie Parenteau was appointed to the Board's Executive Committee.

David T. Lynch, nominated by APEGA, was approved as an Engineers Canada director.

[President's Update](#)

President Chris Roney updated the Board on his attendance at regulators' annual meetings, as well as a number of stakeholder linkages.

[CEO Report to the Board](#)

CEO Kim Allen updated the Board on key activities, including: launch of the Infrastructure Resilience Professional certification, launch of the [Engineers Canada Mobility Register](#), launch of an online [guidelines catalogue](#) and an online [case law catalogue](#), responses to federal government summer consultations, and updated 30 by 30 numbers which show the national average remaining at 17 per cent.

Big Picture Thinking

The Board and guests discussed societal leadership. Points discussed included: that engineers are not always recognized for how public interest mandates intersect with societal leadership, how can the profession shift from reactive engagement with government (inquiries and commissions) to more active advisors of policy, the importance of contributing within the scope of unique skills and knowledge, how Engineers Canada can position engineers as the leaders where provincial regulators face barriers, and proactively offering solutions to society's problems. A summary of the discussion will soon be available [on the Board meeting microsite](#).

Accreditation Board Report

Wayne MacQuarrie, Chair of the Accreditation Board, presented the AB update. He provided a description of the AB and detailed the work of the AB since the last reporting period.

[NCDEAS Report](#)

Greg Naterer, NCDEAS chair, presented the update from the NCDEAS. Key points included a summary of current activities and projects, feedback from the Accreditation Forum, and recommendations for next steps in accreditation.

Accreditation Forum

Wayne MacQuarrie reported on the Accreditation Forum held in August in Toronto. He reported that attendance and engagement was strong. Two documents have since been released from the Forum: [Consultant's Report](#) and [Book of Proceedings](#).

Proposed Changes to Accreditation Criteria

The Board passed two motions related to accreditation criteria, as outlined in the [Report to the Board on Proposed Criteria Changes](#):

- Motion 1: Approved proposed "housekeeping" revisions.
- Motion 2: Approved that a program must have a minimum of 1,950 accreditation units (AU) that are at a university level, with a minimum 1545 AU in core subjects and a minimum of 405 AU in complementary subjects.

Presidents' Group Update

Michael Wrinch presented an update to the Board from the Presidents Group. Points discussed included: consistency in mobility, a desire for advanced visibility of financial impact of Engineers Canada projects, onboarding of presidents at Engineers Canada meetings. Engineers Nova Scotia President Chris Zink will take on role as chair of the Presidents Group.

[CEO Group Report](#)

Ann English presented an update to the Board. Points of discussion during CEO Group meeting included: review of the CEO Group Terms of Reference, review of the terms of Reference of national officials groups, legal issues impacting the profession and the competency-based assessment project, among other topics.

Matters Impacting the Profession

Kathy Baig presented on OIQ's status as under trusteeship. The decision was made by the Minister of Justice to accelerate the process stemming from the Charbonneau Commission. Trustees are mandated to collaborate with OIQ leadership by observing, reviewing decisions, and providing advice. No timeline on when trusteeship would end, but picture will likely emerge when OIQ's strategic plan is complete.

September 2016 Board Meeting and Annual Meeting of Members Summary

Materials are on the [Board Meeting Microsite](#) and [Engineers Canada website](#), as linked in item titles.

Engineers Canada's 30 by 30 Champion

The Board passed a motion appointing Sarah Devereaux as the Board's 30 by 30 champion.

CFES Update

Lucas Brewster, Vice-President of Finance and Administration, presented an update to the Board. He provided a background of CFES, discussed participation with the EIT committee and Accreditation Board, announced the creation of two working groups of CFES: bilingualism and accreditation, announced that CFES has officially adopted the 30 by 30 position, and that they are working to establish self-sufficient engineering competition with international partners.

[Qualifications Board Update](#)

Dennis Peters, QB Chair, reported on the work of its committees. Since the last Board meeting, the QB has: held a face-to-face meeting and workshop, completed 2 guidelines, modernized its website presence, adopted a new guideline and model guide review process and approved a new communications strategy.

Open Forum

Part 1: [Strategic planning](#). The purpose and approach to the strategic planning process was presented. The outcomes of the June 2016 Board workshop were discussed. Through a structured process, the Board reviewed over 700 data points, grouped them into themes, refined those themes, then selected the top 6. Between now and December 19, 2016, Board members will be consulting with their members in order to produce a third draft which will be presented at the February 2017 Open Forum. Engineers Canada planning documents can be found at <https://engineerscanada.ca/about/our-plans>

Part 2: [Engineering, Infrastructure and our Changing Climate](#). A presentation of Engineers Canada's current activities toward adapting to climate change and promoting resilient infrastructure. Background on the PIEVC protocol, as well new initiatives such as the Infrastructure Resilience Professional certification. Audience was asked to consider how two questions: how can regulators help Engineers Canada reach its target audience with its PEIVC and IRP programs, and how can Engineers Canada support regulators in promoting to their membership?

Part 3: [Organizational Quality Management](#). Engineers Canada and APEGBC are in discussions about how the Organizational Quality Management (OQM) program of APEGBC could be expanded nationally. Engineers Canada and APEGBC are seeking input from regulators, and sense of their interest in getting involved.

[Next Meeting](#)

Board Meeting: February 27 to March 1, Ottawa, ON.

COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION STATISTICS

Purpose: To provide a statistical report to Council regarding Complaints, Discipline, Licensing and Registration.

No motion required

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

- Standing report was requested at the September 2009 meeting of Council.

2. Appendices

- Appendix A – Complaints Statistics
- Appendix B – Discipline Statistics
- Appendix C – Licensing Statistics
- Appendix D – Registration Statistics

COMPLAINTS & INVESTIGATION STATISTICS

	2014	2015	2016 (Oct. 31)
COC's Caseload			
Filed Complaints ¹ not disposed of by COC at previous year-end	127	105	86
Complaints Filed (<i>PEAct s. 24. 1(a)</i>) during the Year	69	62	53
Total Caseload in the Year	196	167	139
Total Filed Complaints Disposed of by COC in the Year (for details see <i>COC's Disposition of Complaints</i> below)	91	81	59
Total Filed Complaints Pending for COC Disposition (for details see <i>Status of Active Filed Complaints</i> below)	105	86	80
COC's Disposition of Complaints			
Direct that the matter be referred, in whole or in part, to the Discipline Committee. (<i>PEAct s. 24. 2(a)</i>)	6	7	3
Direct that the matter not be referred. (<i>PEAct s. 24. 2(b)</i>)	62	56	36
Take such action as COC considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. (<i>PEAct s. 24. 2(c)</i>)	23	18	20
COC's Timeliness Regarding the Disposition of the Complaint²			
Complaint disposed of within 90 days of filing	0	0	0
Complaint disposed of between 91-180 days of filing	17	6	3
Complaint disposed of after more than 180 days of filing	74	75	56
COC Processing Time – Days from Complaint Filed to COC Disposition (12 mo rolling avg.)			
Average # Days	655	571	517
Minimum # Days	136	91	120
Median # Days	444	308	309
Maximum # Days	1601	1686	1901

¹ Signed Complaint Form filed with the Registrar.

² Days from Complaint Filed to date COC Decision is signed by COC Chair.

Status of Active Filed Complaints

Active Filed Complaints - Total		80
Complaints filed more than 180 days ago	49	49
Waiting for Approval and Reason regarding COC Decision	16	
Complaints under active consideration by COC	10	
Completed Investigation ready for COC consideration	3	
Regulatory Compliance Investigation	20	
Complaints filed between 91-180 days ago	22	22
Waiting for Approval and Reason regarding COC Decision	14	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	4	
Regulatory Compliance Investigation	4	
Complaints filed within the past 90 days	9	9
Waiting for Approval and Reason regarding COC Decision	1	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	8	

Note:

Review by Complaints Review Councillor (PEAct s. 26. (s))

Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee **within ninety days** after the complaint is filed with the Registrar, upon application by the complainant or on his or her own initiative the Complaints Review Councillor may review the treatment of the complaint by the Complaints Committee.

Glossary of Terms:

Complaint Filed – Signed Complaint Form filed with the Registrar.

Investigation Complete – Investigation Summary document prepared and complaint file ready for COC consideration

DISCIPLINE STATISTICS – November 2016 Council Meeting Report

Discipline Phase

2013 2014 2015 2016
 (as of Nov. 1, 2016)

Matters Referred to Discipline	3	7	8	3
Matters Pending (Caseload)	10	12**	17	17
Written Final Decisions Issued	10	6	5*	7
<i>DIC Activity</i>				
Pre-Hearing Conferences Held	4	4	6	5
Hearings Phase commenced (but not completed)	3	1	2	1
Hearings Phase completed	6	3	5	6

*One matter was stayed in 2012, and a motion regarding costs was heard in January 2013.

Note: this matter was still counted into the number of “Matters Pending (Caseload)” in 2012, but no longer counted in 2013. Decision on motion (hearing in January 2013) was issued by Panel on May 15, 2015.

**By a decision of the Divisional Court one matter was sent back for re-hearing by a differently constituted panel.

Table “A” – Timeline summary for matters in which written Decisions and Reasons were issued in 2016

File Number	Hearing date(s)	Date of written Decision	Approx. length of time from the last Hearing date to date of written Decision
L06 09-32	May 9, 2015	July 6, 2016	1 year
L05 11-34	April 25, 2016	July 13, 2016	3 months
L06 08-86	August 3, 2012	July 27, 2016	4 years
L06 09-35	April 30, May 1,8&9, 2013	July 6, 2016	3 years

**PROFESSIONAL ENGINEERS ONTARIO
P. ENG. STATISTICS
2016**

C-509-5.4 - App C

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Members on Register													
Beginning	80,007	80,037	79,844	80,021	80,178	80,144	80,361	80,312	80,404	80,281			80,007
New Members	180	185	141	287	245	243	96	336	158	211			2,082
Reinstatements	50	100	57	41	63	61	45	59	67	117			660
Resignation - Regular	(37)	(32)	(3)	(39)	(32)	(34)	(24)	(30)	(30)	(52)			(313)
- Retirees	(17)	(12)	(1)	(25)	(14)	(25)	(10)	(20)	(11)	(23)			(158)
Deceased	(45)	(53)	(20)	(8)	(26)	(34)	(20)	(20)	(18)	(27)			(271)
Deletions - Regular	(98)	(262)	2	(98)	(154)	1	(131)	(147)	(281)	(108)			(1,276)
- Retirees	(3)	(119)	1	(1)	(116)	5	(5)	(86)	(8)	(75)			(407)
Total Ending	80,037	79,844	80,021	80,178	80,144	80,361	80,312	80,404	80,281	80,324	0	0	80,324
Members on Register Summary													
Full Fee Members	65,880	65,792	65,924	65,971	66,029	66,150	66,040	66,233	65,972	66,042			66,042
Partial Fee Remission - Retired	12,414	12,326	12,374	12,426	12,353	12,401	12,431	12,390	12,474	12,432			12,432
Partial Fee Remission - Health	195	191	195	195	192	197	195	201	202	205			205
Fee Remission - Maternity and/or Parental Leave , Postgraduate Studies and other	1,548	1,535	1,528	1,586	1,570	1,613	1,646	1,580	1,633	1,645			1,645
Total Membership	80,037	79,844	80,021	80,178	80,144	80,361	80,312	80,404	80,281	80,324	0	0	80,324
Membership Licence													
Net Applications Received	294	368	199	359	354	260	280	265	260	294			2,933
Applications Rec'd FCP	159	92	66	125	96	161	274	373	307	272			1,925
Female Members on													
Register - Beginning	8,351	8,364	8,360	8,378	8,400	8,435	8,453	8,460	8,521	8,521			8,351
New Female Engineers	13	(4)	18	22	35	18	7	61	0	23			193
Total Female Engineers	8,364	8,360	8,378	8,400	8,435	8,453	8,460	8,521	8,521	8,544	0	0	8,544

**PROFESSIONAL ENGINEERS ONTARIO
ENGINEER IN TRAINING - STATISTICS
2016**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Recorded													
Beginning of Month	12,406	12,612	12,410	12,602	12,612	12,497	12,564	12,724	12,570	12,854			12,406
New Recordings	444	126	319	182	240	311	361	339	543	538			3,403
Reinstatements	19	35	18	23	6	6	12	24	64	84			291
P. Eng. Approvals	(42)	(84)	(97)	(115)	(93)	(119)	(129)	(75)	(89)	(109)			(952)
Resignations/Deletions	(94)	(43)	(48)	(80)	(105)	(14)	(84)	(19)	(153)	(160)			(800)
Lapse/Non Payment	(121)	(236)	0	0	(163)	(117)	0	(423)	(81)	(249)			(1,390)
Deceased	0	0	0	0	0	0	0	0	0	0			0
Total Ending	12,612	12,410	12,602	12,612	12,497	12,564	12,724	12,570	12,854	12,958	0	0	12,958
Female Recording on Register													
Beginning	2,442	2,489	2,476	2,505	2,518	2,471	2,373	2,500	2,505	2,573			2,573
New Female Recordings	47	(13)	29	13	(47)	(98)	127	5	68	28			28
Total Female Recordings	2,489	2,476	2,505	2,518	2,471	2,373	2,500	2,505	2,573	2,601	0	0	2,601

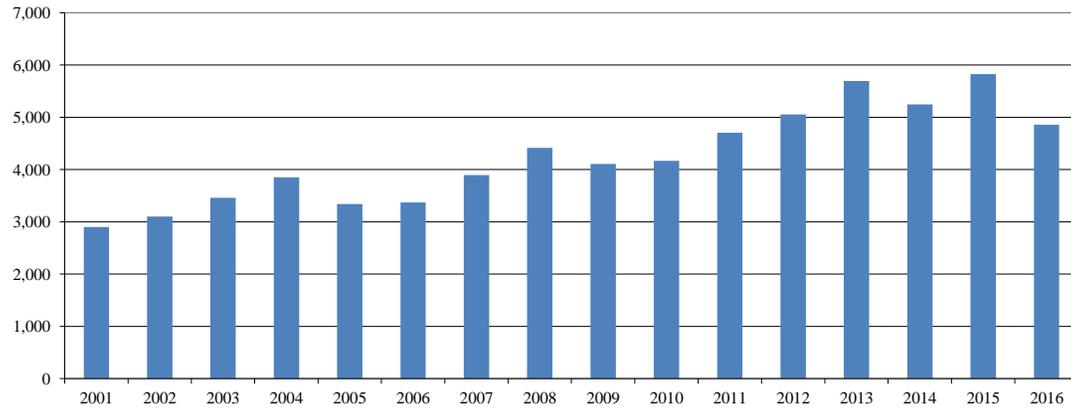
**PROFESSIONAL ENGINEERS ONTARIO
CERTIFICATE OF AUTHORIZATION - STATISTICS
2016**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
C of A Holders - Beginning													
Regular	5,248	5,257	5,249	5,288	5,330	5,363	5,359	5,379	5,392	5,396			5,248
Temporary	44	35	35	33	31	31	29	28	26	27			44
Sub Total	5,292	5,292	5,284	5,321	5,361	5,394	5,388	5,407	5,418	5,423	0	0	5,292
New Certificates Issued													
Regular	38	27	52	55	54	22	23	24	38	48			381
Temporary	0	0	0	0	0	1	0	0	2	0			3
Sub Total	38	27	52	55	54	23	23	24	40	48	0	0	384
Reinstatements													
Regular	2	0	1	0	0	0	0	0	1	0			4
Temporary	0	0	0	0	0	0	0	0	0	0			0
Sub Total	2	0	1	0	0	0	0	0	1	0	0	0	4
Deletions													
Closed	(31)	(35)	(13)	(12)	(20)	(25)	(4)	(11)	(33)	(18)			(202)
Suspended, Revoked and other	0	0	(1)	(1)	(1)	(1)	1	0	(2)	(4)			(9)
Temporary	(9)	0	(2)	(2)	0	(3)	(1)	(2)	(1)	0			(20)
Sub Total	(40)	(35)	(16)	(15)	(21)	(29)	(4)	(13)	(36)	(22)	0	0	(231)
Total Ending													
Regular	5,257	5,249	5,288	5,330	5,363	5,359	5,379	5,392	5,396	5,422			5,422
Temporary	35	35	33	31	31	29	28	26	27	27			27
	5,292	5,284	5,321	5,361	5,394	5,388	5,407	5,418	5,423	5,449	0	0	5,449

**PEO STATISTICS
APPLICATIONS RECEIVED
2001 - 2016**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
JANUARY	328	341	539	440	364	316	308	372	336	393	414	397	440	530	561	453
FEBRUARY	260	222	260	345	259	319	257	234	338	276	278	384	422	380	422	460
MARCH	136	234	169	298	340	316	272	345	379	373	453	398	428	395	368	265
APRIL	225	277	279	304	269	291	280	381	294	239	338	297	414	361	356	484
MAY	403	299	394	425	270	298	293	278	279	303	314	353	394	324	292	450
JUNE	158	220	221	337	264	273	279	332	320	306	322	374	388	356	472	421
JULY	236	265	200	297	286	254	355	460	395	332	398	482	529	486	555	554
AUGUST	248	269	357	272	301	285	367	413	326	358	493	508	505	495	547	638
SEPTEMBER	270	352	455	382	254	251	333	415	402	383	451	388	512	542	466	567
OCTOBER	222	206	257	253	263	282	396	419	428	372	469	540	646	568	648	566
NOVEMBER	232	238	190	236	304	226	505	430	340	497	481	503	525	416	565	
DECEMBER	184	178	140	261	168	260	248	334	270	336	295	432	491	392	576	
TOTAL	2,902	3,101	3,461	3,850	3,342	3,371	3,893	4,413	4,107	4,168	4,706	5,056	5,694	5,245	5,828	4,858
MONTHLY AVERAGE	242	258	288	321	279	281	324	368	342	347	392	421	475	437	486	486
YEAR TO DATE	2,902	3,101	3,461	3,850	3,342	3,371	3,893	4,413	4,107	4,168	4,706	5,056	5,694	5,245	5,828	4,858

Applications Received - Year To Date



REGISTRATION STATISTICS – November 2016 Council Meeting Report

Registration Phase

2014

2015

**2016
(as of November 1)**

Requests for Hearing	5	4	1
Premature Applications (no Notice of Proposal)	2	2	6
Matters Pending (Caseload)	10	10	5
Written Final Decisions Issued	3	2	0
Appeals to the Divisional Court	1*	1	0
<i>REC Activity</i>			
Pre-Hearing Conferences Held	6	3	0
Hearings Phase completed	2	2	1

*The Divisional Court upheld the decision of the Registration Committee

GLP INVOLVEMENT IN THE REPEAL OF THE INDUSTRIAL EXCEPTION

Purpose: to inform Council of the GLP involvement in the Repeal of the Industrial Exception

No motion required

Prepared by: Darla Campbell, P.Eng., Chair, Government Liaison Committee (GLC).
GLC Councillor: Michael Chan, P.Eng.

1. Status Update

There is a lack of knowledge regarding the extent of the PEO Government Liaison Program (GLP) involvement in the proclamation of the Repeal of Section 12 (3)(a) of the *Professional Engineers Act*, otherwise known as the Repeal of the Industrial Exception.

Appendix A: *GLP Involvement in the Repeal* is attached to provide background knowledge to Council on the level of GLP involvement.

2. Background

The GLC was established by Council in June 2011 with a mandate to provide oversight and guidance for the PEO Government Liaison Program (GLP), a program that has been operating for over 10 years.

The GLC submits an annual work plan (September of each year) to Council for approval, which includes an HR Plan. From time to time the GLC has reported to Council through GLP Info Notes (1 to 15) that have been included in the weekly package to Council from the Registrar.

At the monthly GLC Regulatory Issues subcommittee in July 2016 an action item was decided to prepare a briefing note for Council to share the GLC perspective on the cancellation of the repeal.

3. The Repeal of the Industrial Exception

It is important for Council to know that the GLC was not actively engaged on the repeal of the industrial exception; neither were the GLP Chairs in the chapter actively engaged on this file.

The GLC offered its support (and the support of the GLP Chairs in the Chapters) and each time we were advised that it was being handled internally (by another PEO department), not as part of the Government Liaison Program (GLP).

The GLC invited Marisa Sterling (in her role as Enforcement Officer) to speak to the committee about the initiative and following up on the presentation we were told there wasn't a role for GLP. It was being handled internally.

The GLC continued to monitor the repeal and then the cancellation of the repeal through its subcommittee on regulatory issues. The GLC developed two GLP Info Notes on this file and shared the information to GLP Chairs in the chapters and with Council (No. 7 in Feb 2013 and No 15 in Dec 2015). There wasn't an active campaign to promote the repeal (or the cancellation) except as a note for meetings with MPPs as an item on the agenda (but

not the purpose of the meeting). In GLP Note 7 (Feb 2013), the action was to educate Cabinet ministers and industry members regarding the repeal.

On Nov 19th, in the fall economic update, the government announced their intention to cancel the repeal of the industrial exception. The GLC invited both President Chong and Registrar Gerard McDonald to its meeting on December 15, 2015 to discuss the past steps and the strategy going forward. The GLC was invited to participate in the development of the strategy for the cancellation of the repeal of the industrial exception that would go to Council on February 5th.

The chair of GLC (Darla Campbell) and staff liaison (Jeannette Chau) were invited to an in-camera session of Council on February 5, 2016 to be available to answer questions on the proposed strategy on how to respond to the cancellation of the repeal of the Industrial Exception. Although we were fully prepared to speak to Council about the issue, no question was asked of the GLC at that session nor was a presentation made to Council.

4. **GLC Strategy Session**

On August 16th, 2016 GLC held a meeting and strategy session to generate ideas for the 2017 work plan.

What are we doing well? (STRENGTHS)

- Enhanced government outreach (e.g. Take Your MPP to Work Day and Queen's Park Day)
 - PEO is recognized by MPPs (higher awareness of PEO); for example, PEO's Queen's Park Day 2015 was attended by 55 MPPs, including Ministers and members from all parties.
 - Queens Park Day annual reception is a great event; good participation from MPPs, good engagement from chapters and Council
- Training delivered for the GLP Chapter Chairs (and committee members) at regional Congresses and Academies (or other venues such as PEO's AGM or Joint Conference)
- Connection with Engineers Canada, OSPE, Consulting Engineers Ontario and ESCCO.
- GLC meetings are well run and productive.
- GLC submits Work Plan & HR Plan annually, as requested, as well as Annual Report.

Where can we improve?

- ***Measuring GLP Engagement at the Chapter Level:*** We are working on defining metrics to measure GLP engagement at the Chapter level, which has been piloted by Oakville Chapter and Windsor-Essex Chapter and we are reaching out to other chapters for feedback on the self-assessment scorecard.
- Selection and succession planning for GLP chairs

Appendix A: GLP Involvement in the Repeal of the Industrial Exception

In 2010, Registrar Kim Allen convinced the government to include the repeal of Section 12(3)(a) of the Professional Engineers Act, commonly known as the Repeal of the Industrial Exception, as one of 66 amendments in the Open for Business Act. At the time, there was no PEO Government Liaison Committee, though there was a Government Liaison Program in place.

When the government held public consultations in August of 2010, PEO spoke at the hearings. At those hearings, PEO representatives first met with Canadian Manufacturers and Exporters (CME) on the Repeal.

The staff of the Attorney General at the time, Christopher Bentley, approached PEO and asked if it would consider a phase in on proclamation, in lieu of the originally suggested five year implementation date. PEO agreed.

After the Open for Business Act, 2010 was proclaimed but the Repeal did not move forward, PEO, represented by PEO Enforcement Manager Marisa Sterling, P.Eng., began holding meetings with manufacturers

In May 2011, PEO set up a Government Liaison Committee (GLC) but it did not participate in the Government's consultation on the Repeal. At no time was the responsibility for the Repeal under the GLC's mandate. The responsibility was with the 18 member Repeal Task Force, Removal of Industrial Exception Task Force (RIETF), headed by Peter Broad, P.Eng and supported by two committee advisors – Marisa Sterling, P.Eng. and Steven Haddock.

In the fall of 2011, Ontario elected a minority Liberal Government which made the Government more sensitive to opposition requests.

In the fall of 2012, PEO requested proclamation of the Repeal. On January 25, 2013, then-Premier Dalton McGuinty's final cabinet meeting, cabinet agreed to move forward with a March 1 proclamation. Then-PEO Acting-CEO and Registrar Michael Price and Ms. Sterling attended the meeting

In February 2013, opposition began to resurface. After Kathleen Wynne, MPP (Don Valley West), took over as Premier in February 2013, she received a letter with 25 signatures of manufacturers outlining their opposition to Repeal of the Industrial Exception.

PEO met with CME in late February 2013 to discuss its opposition. Later that day, the government announced a hold on implementation of the Repeal until September 2013.

The Premier's then-Principal Secretary Andrew Bevin said the Repeal was on pause.

In March 2013, MPP Sylvia Jones, PC Attorney General Critic, spoke out in the legislature against the Repeal of the Industrial Exception. The Attorney General John Gerretson, MPP defended it.

In May, 2013, PEO, represented by Ms. Sterling, PEO 2013-14 President Annette Bergeron, P.Eng., and PEO Government Relations Consultant Howard Brown, met with Tom Teahan, Chief of Staff to Premier Wynne. Mr. Teahan advised that there was a swift deadline for

PEO to provide a strong argument for the Repeal, or the Government would not move forward.

In late May 2013, MPPs Todd Smith and Bill Walker spoke out against the Repeal of the Industrial Exception.

On June 10, Ms. Bergeron, and Mr. Brown met with the Attorney General. On June 12, 2013 the government removed its previously announced proclamation date of September 1, 2013. It did not set a new implementation date.

After the government decision to put the proclamation of the Repeal on hold, PEO Council was reluctant to push the issue with the government because at the time it was a minority government about to head into a difficult election. It was thought that the government would not change its mind on putting the Repeal on hold as it would not want to deal publicly with any controversial issues at that time.

The Government advised that additional information was required to even consider the Repeal. The information to date conflicted with the analysis by CME on the need, the impact and the cost of the Repeal.

PEO did not ask the Government Liaison Committee to engage the Chapter GLP chairs or Chapters to meet with MPPs on the Repeal or to engage in any type of lobbying effort. Only on June 10, 2013, just prior to the Governments announcement, was there an effort to engage MPPs through a lunch hour initiative where selected PEO councillors called selected Ministers and MPPs.

Meetings were limited to selected high-level meetings with Ministers and critics, including PC Attorney General Critic Sylvia Jones in March after she raised the issue in the legislature, the Premier's office in May, and the Attorney General in June. PEO Council continued to be informed as additional information was researched to justify revisiting the ask. It was believed that the Government would not change its decision at that time and PEO believed that the Repeal could be justified in the future if additional information on impact and benefits was provided.

Key Facts:

From 2010 until February 27, 2013, PEO was under the belief that the Repeal was still going to go through. The complete initiative was under the direction of the PEO Regulatory Compliance Department, and previously the Repeal Task Force consisting of 18 members headed by Peter Broad, P.Eng., including 3 members of PEO Council – Thomas Chong, P.Eng., Dave Adams, P.Eng., and Michael Wesa, P.Eng. Until May 2013, it appeared the Repeal would be implemented on September 1.

After the government decision on June 2013 to put the proclamation of the Repeal on hold, PEO did not ask the Government Liaison Committee to engage the Chapter GLP chairs or Chapters to meet with MPPs on the Repeal or to engage in any type of lobbying effort. It was believed that the Government would not change its decision at that time and PEO believed that the Repeal could be justified in the future if additional information on impact and benefits was provided, which PEO proceeded to try and obtain. Meetings were limited to selected high-level meetings with Ministers and critics.

Going forward, the GLP remains ready and able to be mobilized and engaged to support Repeal activities as desired.

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