

2004



A N N U A L R E P O R T

REGULATORY SUCCESS BY DESIGN



Professional Engineers
Ontario

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2004-2005 PEO Council & Executive Staff

OFFICERS

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George R. Comrie, PEng., CMC

Past President
Kenneth C. McMartin, PEng.

President-elect
Robert A. Goodings, PEng.

Vice President (Elected)
Kenneth G. Lopez, PEng.

Vice President (Appointed)
Allen K. Lucas, PEng.

Executive Members
Bruce E. Clarida, PEng.
Nancy E. Hill, LLB, PEng.

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Bruce E. Clarida, PEng.
Denis Dixon, PEng.
Roydon A. Fraser, PhD, PEng.

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David C. Robinson, PEng.

Eastern Region Councillors
Allen K. Lucas, PEng.
Clifford L. Knox, PEng, MBA

East Central Region Councillors

Santosh K. Gupta, PhD, PEng.
Daniela E. Iliescu, PEng.

Western Region Councillors
Diane L. Freeman, PEng.
John Vieth, PEng.

West Central Region Councillors
E. Phil Maka, PEng.
Colin T. Moore, PEng.

Lieutenant Governor-in-Council Appointees
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James S. Dunsmuir, PEng.
Peter R. Frise, PhD, PEng.
Ravi K. Gupta, PhD, PEng.
Nancy E. Hill, LLB, PEng.
Nicholas Monsour, PEng.
Gul Nawaz, FCA
W. Laurier Proulx, C.E.T
Catherine C. Redden
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David J.D. Sims, Q.C.
Derek L. Wilson, PEng.

CCPE DIRECTORS

Richard W. Braddock, PEng.
Kenneth C. McMartin, PEng.
G. Gordon M. Sterling, PEng.

EXECUTIVE STAFF

CEO and Registrar
Kim Allen, PEng., MBA

Deputy Registrar, Licensing and Registration
Michael Price, PEng., MBA

Deputy Registrar, Regulatory Compliance
Roger Barker, PEng.

Deputy Registrar, Standards and Regulations
Johnny Zuccon, PEng.

Director, Administrative Services
Daria Babaie, PEng.

Director, Information and Technology Services
Eric Brown, PEng., ISP

Director, Human Resources
Rose Pirone, CHRP

Director, Policy and Communications
Scott Clark, B.Comm, LLB

PEO Staff Contact List

Association staff can provide information about PEO. For general inquiries, simply phone us at 416-224-1100 or 800-339-3716. Or, direct dial using 416-840-EXT and the extensions below.

Regulatory Process	EXT
CEO/Registrar–Kim Allen, PEng., MBA	1102
Executive Assistant, President/Council Brenda Caplan	1104
Executive Assistant, CEO/Registrar Anne Chhangur	1103
Deputy Registrar, Licensing and Registration Michael Price, PEng., MBA	1060
Manager, Pre-licensing Programs Noreen Calderbank, PEng.	1050
Manager, Admissions–Moody Farag, PEng.	1055
Manager, Licensure–Richard Furst, PEng.	1049
Manager, Registration Brian MacEwen, PEng.	1056
Examinations Administrator Anna Carinci Lio	1095
Deputy Registrar, Regulatory Compliance Roger Barker, PEng.	1078
Manager, Complaints and Discipline Bruce Matthews, PEng.	1076
Manager, Appeals and Prosecutions Eric Newton	1071
Deputy Registrar, Standards and Regulations Johnny Zuccon, PEng.	1081
Manager, Practice and Standards Bernard Ennis, PEng.	1079
Manager, Legal and Regulatory Affairs, Salvatore Guerriero, PEng.	1080
Regulatory Support Services	
Director, Administrative Services Daria Babaie, PEng.	1120
Manager, Financial Planning and Reporting Ron Sparrow, CGA	1087
Director, Human Resources Rose Pirone, CHRP	1106
Manager, Volunteer Management Tom Chessell	1107
Director, Information and Technology Services Eric Brown, PEng., ISP	1110
Webmaster–Paula Habas	1108
Director, Policy and Communications Scott Clark, BComm, LLB	1069
Director, Communications Connie Mucklestone	1061
Manager, Chapters–Michael Chan, PEng.	1066
Managing Editor, <i>Engineering Dimensions</i> Jennifer Coombes	1062
Manager, Policy–Jordan Max	1065
Media Specialist–David Smith	1068





PRESIDENT'S REPORT

This past year has been both busy and eventful for me as I have worked with PEO's volunteer leadership and staff to advance Council's agenda on a number of fronts, and to build the organization's capability to continue those advances in the future.

I have enjoyed representing Ontario's professional engineers across Canada at meetings of PEO's counterpart associations in the other provinces and territories, and at the national level through the Canadian Council of Professional Engineers, of which PEO is a constituent member. These meetings have made me realize how much we have in common with our professional colleagues everywhere, and have allowed me to observe best practices in professional self-regulation.

I started my term as President convinced that many people, particularly in government, did not understand, or had lost sight of the concept of a self-regulating profession like ours, and how it is supposed to work. It seemed to me that we were facing an endless stream of demand-side legislation designed to regulate various technical activities that impinge on engineering practice often without regard for how it would affect the practice and regulation of engineering. If this trend were allowed to continue, we would face the eventual erosion of our P.Eng. licence to the point where PEO would no longer be relevant to either the public or its members. I have therefore made it a priority to try to reinforce our unique Canadian self-governing professional model and to communicate its excellent value proposition to all concerned.

Late in 2004, we embarked on a grassroots government communications program to inform Ontario's legislators of PEO's regulatory mandate, and of the power of our Act and Regulation as instruments of public policy in engineering-related matters. This program will also urge them to refrain from regulatory incursions into PEO's regulation of the engineering profession, such as the Building Code knowledge testing provisions scheduled to be implemented shortly under Ontario Regulation 305/03.

During the year, we have worked hard to improve PEO's working relations with the Canadian Council of Professional Engineers (CCPE), and with the Ontario Society of Professional Engineers (OSPE). Senior representatives of both PEO Council and the OSPE Board have been meeting regularly as the Joint Relations Committee to discuss and resolve issues of common interest and concern. As a result of their efforts, I believe we have a much more constructive working relationship with OSPE than we have had in the past. We are now turning our attention to strengthening our working relationship with the Ontario Association of Certified Engineering Technicians and Technologists (OACETT), whose members are an integral part of the engineering team in many disciplines, and with whom we have many issues in common.

We have continued our efforts to strengthen PEO's governance. This year, Council created a Human Resources and Compensation Committee to deal with policy matters relating to both staff and volunteers. In addition, this committee deals on behalf of Council with confidential matters related to compensation and benefits, as well as any interpersonal conflicts that may arise. Among other tasks, the new committee led Council in redefining the role, responsibilities, and limitations of the CEO/Registrar, as well as his goals and performance measures.

Recently, Council completed a formal strategic planning process led by President-elect Bob Goodings, P.Eng., and PEO staff with wide volunteer participation. The resulting strategic objectives have now been prioritized and business plans are in the process of being completed or revised.

What does the future hold for PEO? As Council and staff execute the 2005-2009 Strategic Plan, I believe we will see the evolution of a new licence model with defined scopes and standards of practice, wider use of the limited licence, and a strengthened Certificate of Authorization for those selling engineering services to the public. As well, we hope to achieve a more seamless transition from engineering student, to engineering intern, to licensed professional engineer, with greater emphasis on the validation of engineering experience acquired during the transition.

We are about to begin a fundamental review of PEO's admissions criteria and licensing processes with a view to ensuring that they remain fair, consistent, and defensible as we admit people with diverse backgrounds to our various classes of licence. Hopefully, the coming year will also see implementation of an Internet portal for those seeking to be licensed as professional engineers. To be developed with the assistance of the Ontario Government, this portal will be of particular assistance to international engineering graduates in self-assessing their qualifications for licensure and their prospects in the employment market.

As I complete my term as President, I want to thank my colleagues on Council and PEO's dedicated staff for their strong support and encouragement. The successes we have had I share with them. I have enjoyed the support and encouragement of both my predecessor, Ken McMartin, P.Eng., and my successor, Bob Goodings, P.Eng. We have tried to work together as a team in the interest of leadership continuity and consistency. I trust that Bob will enjoy the same support and encouragement as he leads PEO in our continued quest to add value to the P.Eng. licence for both the people of Ontario and the members of our great profession.

It has indeed been an honour and privilege to serve you.

George R. Comrie, P.Eng.

George R. Comrie, P.Eng., CMC



REGISTRAR'S REPORT

The activities of the past year continued to support PEO's renewed focus on regulatory excellence following an organizational alignment in late 2003.

To make effective use of the new organizational framework, Council approved a Strategic Planning

Process at its April 2004 meeting. Covering the years 2005-2009, the plan is a roadmap for the investment to shape PEO's future and will provide the directions and priorities.

To create the foundation of the plan, an innovative member-focused consultation process was used that allowed members to propose strategic outcomes through the PEO website. Over 800 suggestions were collected. Input from the April 2004 Chapter Leaders' Conference, as well as the START (Chapter Structure and Revitalization Team) I and START II reports, was also used. In addition, PEO consulted with many of its key stakeholders about the issues having an impact on the profession, and PEO as an organization, now and into the future.

To implement the plan, PEO must remain focused on its regulatory obligations and the change priorities identified in the plan over its entire duration. These strategic changes must be carried out along side core business operations, not at their expense. To achieve these results, strategic changes must also be resourced adequately as investments in PEO's future.

During the past year, PEO achieved the highest rating of Ontario regulators on the Ministry of Training, Colleges and Universities' first regulatory report card

related to access to the profession. Regulators were graded solely on their progress made on elements identified as barriers to internationally trained professionals. My thanks to the members of the Experience Requirements Committee, our largest committee with over 135 members, and the Licensing and Registration staff for stepping up and meeting the growing requirement for experience interviews. In 2004, we conducted over 1550 interviews—nearly double the number carried out in 2003. The Ministry is planning to provide more qualitative measures in next year's report card, and PEO needs to continue its diligence to ensure all the processes are aligned with the legislation.

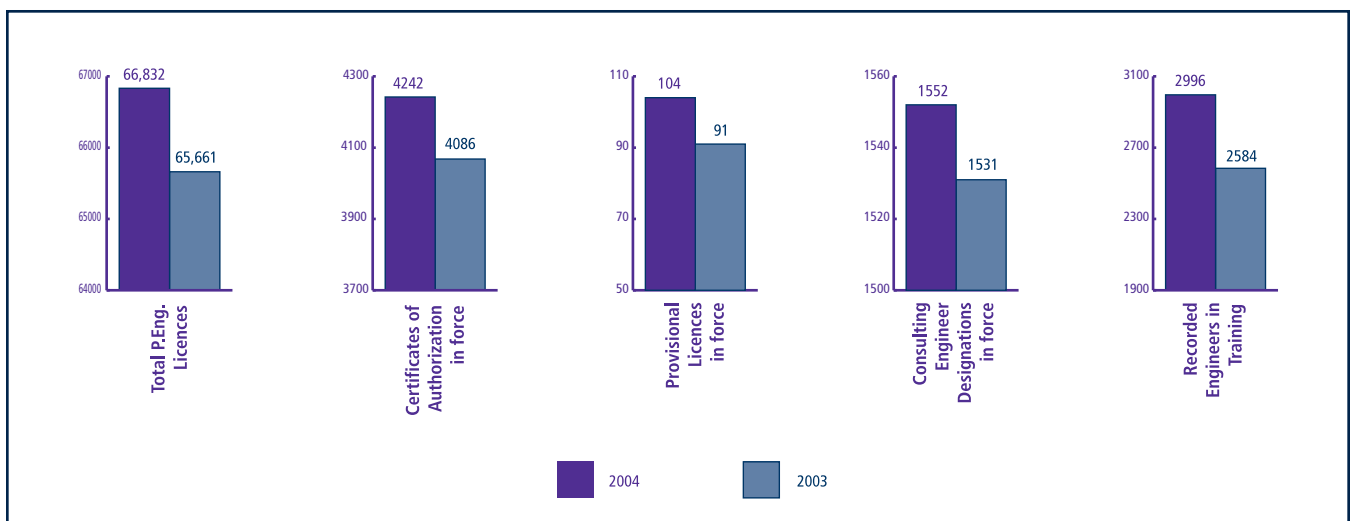
The dedication of PEO's staff and our more than 800 volunteers is truly outstanding. In 2004, PEO achieved its first surplus in five years, through a combination of our cost reduction program, revenue increase in advertising and applications, cost knowledge/tracking, procurement process, and delayed filling of some staff positions.

The surplus was the result of a total team effort, as organizational effectiveness was a top priority for Council, the senior management team and volunteers. In June, the association's financial system was upgraded to begin tracking the activity-based costs, which will further enable PEO to accurately determine the costs of delivering its various programs and services.

In the coming year, we will continue to work hard to create an environment where staff and volunteers can work productively together to carry out the duties associated with the administration of the *Professional Engineers Act*, upholding its integrity and enhancing its effectiveness for the betterment of PEO and the profession in the public interest.

 P. Eng.
Kim Allen, P.Eng., MBA

The Register at December 31, 2004



2004 PEO COMMITTEE, TASK FORCE, TASK GROUP REPORTS

Annual reports of PEO committees, task forces and task groups are available on the PEO website at www.peo.on.ca.



OPERATIONAL HIGHLIGHTS

Licensing and Registration

PEO's Licensing and Registration department grants professional engineer, temporary, limited and provisional licences. Licensing and registration also issues all PEO's designations and certificates, including granting Certificates of Authorization and Consulting Engineer designations to qualified individuals or firms. As well, PEO's preclicensing programs promote a seamless transition from engineering student to engineering intern to professional engineer and help licence applicants become integrated into the profession.

International Engineering Graduates

A highlight of 2004 occurred in October, when PEO was pleased to announce that it will receive funding of nearly \$2 million over two years from the Bridging Projects Fund of the Ontario Ministry of Training, Colleges and Universities to develop an innovative Internet portal anticipated to dramatically improve access to licensure for international engineering graduates in the province.

The portal will include an interactive fact sheet, a self-assessment and competency matching tool, resource and training links, and on-line coaching and mentoring. The web infrastructure that will be created to support the portal will also have the added benefit of facilitating ongoing communications between PEO and IEGs, to obtain feedback, evaluate progress, and identify additional barriers and future initiatives.

This project builds on PEO's other recent initiatives, including the use of a streamlined process of personal interviews for international candidates. In addition to the assessment of academic qualifications, these interviews are used to gauge technical knowledge to determine exemption from writing technical exams. This attempt at accelerating the licensing process has produced some very promising results. In 2003, PEO's Experience Requirements Committee conducted 834 interviews and exempted 70 per cent of the candidates from writing technical exams. In 2004, the number of interviews granted nearly doubled to 1550.

Prelicensing

PEO's Engineering Internship Training (EIT) program:

- helps applicants understand the requirements for licensing, in particular the experience required to qualify for a P.Eng. licence;
- offers applicants the opportunity to obtain detailed, confidential, annual work experience reviews;
- helps applicants demonstrate to employers and supervisors their commitment to becoming licensed professional engineers; and
- encourages applicants to become involved in the profession, receive PEO publications, and participate in PEO chapter activities.

As a result of consultation with 2800 EITs, a new province-wide EIT mentoring program was developed.

PEO's Engineering Student Membership Program (SMP) aims to:

- increase the level of professional knowledge among students;
- improve and strengthen communication links between students and the engineering community;
- standardize the efforts of PEO relating to student activities and programs; and
- ensure a seamless transition for student members moving from school to work through PEO's Engineering Internship Training (EIT) program and, later, licensing as P.Engs.

Over the year, PEO representatives made 17 presentations at university events, addressing over 4100 students in the process. A flyer for the student program was created and over 7000 copies were distributed at frosh weeks and other relevant venues. A new, enhanced website was also developed.

There were 2068 new registrants to the Student Membership Program in 2004.

Licensing and Registration

Standards and Regulations

Regulatory Compliance

Michael R. Price, MBA, P.Eng.,
Deputy Registrar, Licensing and Registration



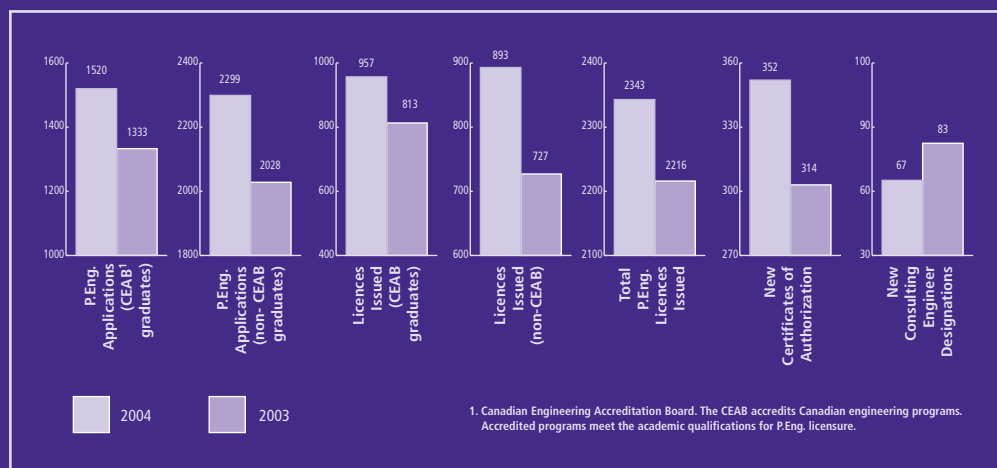
Johnny Zuccon, P.Eng.,
Deputy Registrar, Standards and Regulations



Roger Barker, P.Eng.,
Deputy Registrar, Regulatory Compliance



2004 Highlights



Standards and Regulations

The core regulatory function for the Standards and Regulations department is to provide expertise in the interpretation of the *Professional Engineers Act*. In addition, Standards and Regulations provides comparative research on professional regulatory models and regulatory impact analysis to ensure that PEO fulfils its legislative mandate to set the standards for admission and practice. It employs a participatory process that leads to policy advice and approvals by PEO Council. The department's main function is to define how the additional objects of the association, stated under section 2(4) of the Act, support PEO's principal object to regulate the practice of professional engineering and to govern licence and Certificate of Authorization holders in the public interest. In addition, the department assists in the continuous review of PEO's internal administrative processes, and monitors external regulatory initiatives, to uphold the integrity of the Act.

Standards and Regulations staff coordinate revisions of the Act and Regulation 941 with PEO's legal counsel, and act as the liaison with the Attorney General and ministry staff. In addition, the department is charged with establishing and developing a government relations framework and strategy for PEO as a regulator, and providing liaison with the appropriate levels of government.

Based on the Policy directives received by Council, the major departmental objectives consist of:

- formalizing Council's law-making functions into regulatory instruments, such as regulations consistent with the empowering Act;
- using valuable committee resources to develop and advise Council on standards of practice for professional engineering;
- assisting licence holders and Certificate of Authorization holders to understand the expected standards of the profession through replies to inquiries and by providing guidance to the appropriate regulations or guidelines;
- supporting the development of a government relations program by marshalling volunteer and staff resources to articulate PEO Council policy positions to government.

Professional Standards Committee (PSC)

The Professional Standards Committee has continued to provide members and the public with guidance on the roles and responsibilities of professional engineers through replies to individual inquiries, the development of guidelines, and in communication with government and other regulatory bodies. The committee also provided feedback to the Canadian Council of Professional Engineers on a discussion paper prepared by the Canadian Engineering Qualifications Board regarding the current status of professionalism and ethics.

Professional Practice Guidelines

PSC completed one guideline—*Use of the Professional Engineer's Seal*—

and Council approved this document at its January 20, 21, 2005 meeting. The PSC subcommittee revising the *Guideline for Professional Engineers Providing Geotechnical Services* has prepared a draft of the document. The committee is in the early stages of preparing the following guidelines: Professional Development; Peer and Technical Review; Demolition; Temporary Works; and Expert Witness.

Environment Committee (EVC)

During 2004, the committee continued to monitor and respond to legislation and other actions related to the *Brownfields Statute Law Amendment Act*, the *Safe Drinking Water Act*, and related regulations. Members of the committee held discussions with the Ministry of Natural Resources, Department of Fisheries and various conservation authorities over the conflicting roles of professional engineers and scientists involved in watercourse improvement. The committee also prepared a letter to the Ministry of Natural Resources to comment on the advice given in their technical guidelines as to when a professional engineer is required for work on such river improvements as dams. EVC reported to MNR that the instructions in the guideline were not consistent with the *Professional Engineers Act*. EVC has submitted several responses to postings on the Environmental Bill of Rights registry commenting on proposed regulations and other documents.

The EVC has been monitoring and considering PEO policy options in the following areas:

- **Brownfields**—Regulation 153/04 and the exclusion of limited licence holders from the list of Qualified Persons (QPs);
- **Brownfields**—Regulation 153/04 and the planned 2006 changes to the qualified person section. EVC is concerned that MOE plans to implement its own certification program similar to Environmental Specialist programs introduced in several other jurisdictions; and
- **Climate Change** adaptability and sustainability issues.

Government Affairs Committee (GAC)

The Government Affairs Committee (GAC) has a mandate to provide leadership, guidance and, where necessary, propose policy to Council on PEO's relationship with all levels of government. The committee focused its attention on the impact of recent regulatory changes and the downward trend in the number of professional engineers in government. The GAC met seven times in 2004 and reviewed issues touching upon the following:

- municipal issues;
- Electrical Distribution Safety Regulation 22/40;
- electrical safety regulations;
- decedentialization trends; and
- environmental issues.

Complaints Committee (COC)

Under section 24 of the *Professional Engineers Act*, the Complaints Committee considers written complaints that have been filed with the Registrar and, where applicable, can refer complaints to the Discipline Committee.

Comprising 15 members, the committee met eight times during 2004 to consider 34 complaints that had been filed with the Registrar. Of these complaints, 11 were referred to the Discipline Committee directly, six were referred to the Discipline Committee via the stipulated order process, 17 were not referred to Discipline, one interview was conducted, and five letters of advice were sent.

Regulatory Compliance

PEO's regulatory compliance committees and councillors are legislated to help PEO provide the highest standards of professional regulation and fulfill its obligations as the regulatory body for the self-regulating engineering profession.

As part of PEO's mandate to serve and protect the public interest, the Regulatory Compliance department investigates complaints regarding the conduct of licence and Certificate of Authorization holders, and prosecutes matters that are related to both discipline and enforcement.



Complaints Review Councillor (CRC)

A complainant who is not satisfied with Complaints Committee's handling of a complaint may apply for a review by the Complaints Review Councillor (CRC). The CRC is not permitted to inquire into the merits of a complaint and cannot overturn a decision of the Complaints Committee.

In 2004, the Complaints Review Councillor (CRC) was requested to review the processing of seven complaints, all of which were considered by the committee during 2004. As of December 31, 2004, the CRC had issued reports for six of the seven reviews. In each of those reports, the CRC concluded that the complaint had been processed appropriately and no action by the committee was required.

The CRC also conducted an examination of procedures for the treatment of complaints, as authorized by section 26(1) of the *Professional Engineers Act*. His report and recommendations will be considered by Council in 2005.

Discipline Committee (DIC)

The Discipline Committee (DIC) is a legislated committee of PEO operating under sections 27 through 30, and section 37, of the *Professional Engineers Act*. At the beginning of 2004, the DIC comprised 43 members who were drawn from PEO Council and the general membership. Currently, the committee has 46 members.

The Discipline Committee's mandate includes:

- hearing and determining allegations of professional misconduct or incompetence against a member of PEO or a holder of a Certificate of Authorization (C of A), a temporary licence, a provisional licence, or a limited licence;
- hearing and deciding upon an application for the reinstatement of a licence, C of A, temporary licence, provisional licence, or limited licence, in the circumstance where the licence, C of A, temporary licence, provisional licence, or limited licence has been revoked, or the membership has been cancelled, for cause, under the Act; and
- hearing and deciding upon an application for removal of the suspension in the circumstance where a person's licence, C of A, temporary licence, provisional licence, or limited licence has been suspended, or the membership has been suspended, for cause, under the Act.

Enforcement

One of the central responsibilities of PEO as a regulator is to protect the public from unqualified practitioners by utilizing the enforcement provisions of the *Professional Engineers Act*. Enforcement action is taken in regard to two types of situation:

1. when there is clear evidence of the practice of professional engineering by unlicensed individuals; and
2. when the term "engineer" is used by unlicensed people or in the names of companies without Certificates of Authorization in a way that might lead to the belief that they are qualified to practise engineering or offer engineering services.

In 2004, two matters were successfully prosecuted.

A resident of Odessa was found guilty in the Provincial Offences Court of providing professional engineering services without being licensed when he submitted two drawings to the Town of Odessa with a professional engineer's seal, without the knowledge of the engineer. He was fined \$6,250, including the Victim Surcharge.

A Toronto man was ordered to cease representing himself as a professional engineer and cease using the P.Eng. abbreviation by the Superior Court of Justice in civil proceedings under section 39 of the *Professional Engineers Act*. He was also ordered to pay PEO's costs in the sum of \$6,607.41.

In 2004, PEO contacted over 400 people and organizations to investigate possible violations of the *Professional Engineers Act*. Most inquiries were directed at people licensed in other Canadian jurisdictions who were residing in Ontario. As a result, fewer than 100 Canadian engineers from other jurisdictions have failed to contact the association regarding their current work status. The other inquiries were commenced as a result of complaints, Internet searches, and public record searches. Of these inquiries, 87 resulted in a file being opened to make further inquiries, or to impose settlement terms on the alleged violator. Among PEO's new enforcement initiatives is a program to review corporate activity announcements for corporations with "engineer" or "engineering" in their name, in order to seek compliance with the Certificate of Authorization provisions of the Act or to change the corporate name if necessary.

Discipline Committee Activities

Year of Activity	2000	2001	2002	2003	2004	5-Year Average
Hearings	5	5	14	15 ¹	13 ²	10
Stipulated Orders	3	1	-	-	5 ³	1.8
Total Hearing and Stipulated Order Days	14	12	18	17	18	16
Hearings Appealed	1	1	-	1	2	1
Successful Appeals	0	0	0	0	0 ⁴	0
Number of Members and Cs of A Involved	11	10	21	27	22	18.2

Registration Committee (REC)

The Registration Committee holds hearings upon the request of an applicant where the registrar proposes to refuse to issue a licence or a C of A. The committee held three hearings during 2004. It directed the registrar to refuse to issue a licence to one applicant. In the second matter, it reserved its decision, to be handed down later. In the remaining matter, the committee ordered that the applicant's application for a C of A proceed with conditions.

¹ Number includes one continuation from a hearing begun in 2002

² Five Hearing Decisions and Reasons outstanding at year-end

³ Three Stipulated Order Decisions and Reasons outstanding at year-end

⁴ Two Appeals awaiting court dates

PROJECTS AND PROGRAMS

Member recognition

In April, PEO celebrated outstanding dedication to the profession by 10 professional engineers at its Order of Honour Awards Investiture. The Order of Honour pays tribute to individuals who have rendered conspicuous service to the engineering profession. This year's inductees included: Companion of the Order G. Gordon M. Sterling, P.Eng.; Officers of the Order Robert A. (Bob) Goodings, P.Eng., Maximus H. Perera, MASC, MBA, P.Eng., and Thadeus E. (Ted) Wisz, P.Eng., C.E.T.; Members of the Order Holly L. Anderson, P.Eng., George Juraj Biljan, P.Eng., M.Eng., Donald H. Grandy, P.Eng., Rohinton S. Nicholson, P.Eng., John G.B. Severino, P.Eng., and L. Paul Short, P.Eng.

Nine professional engineers were honoured for exceptional achievement at the annual Ontario Professional Engineers Awards, held on Saturday, November 20th at the Doubletree International Plaza Hotel in Toronto. The awards gala was co-hosted by the Ontario Society of Professional Engineers and Professional Engineers Ontario. Honoured in 2004 were: Pierre Lassonde, MBA, P.Eng. (Gold Medal); Kathy Milsom, P.Eng., (Engineering Medal, Management); Mark J. Chamberlain, P.Eng. (Engineering Medal, Entrepreneurship); Douglas W. Scott, P.Eng. (Engineering Medal, Engineering Excellence); Mohamed A. Khattab, PhD., P.Eng. (Engineering Medal, Engineering Excellence); Praveen K. Jain, PhD., P.Eng. (Engineering Medal, R & D); Robert D. Loree, P.Eng. (Citizenship Award); Murray C. Temple, PhD., P.Eng. (Citizenship Award); and Susan L. Tighe, PhD., P.Eng., (Engineering Medal, Young Engineer).

Globe and Mail Supplement

For the first time in the history of the Ontario Professional Engineers Awards, a six-page supplement appeared in the *Globe and Mail* to increase awareness of the awards program and promote the value of the engineering profession. Produced by PEO and the Ontario Society of Professional Engineers, the supplement was viewed by a readership of nearly 500,000 people and was supported by several generous advertisers.



In 2004, a six-page engineering supplement was produced to promote the profession's annual awards program.

Privacy

To better fulfil its regulatory mandate, PEO will be making more information about its licence holders available to the public. At its September meeting, Council approved the move to an "expanded public information model" as part of a package of privacy-related motions. The other motions included approval of a PEO privacy policy and related implementation and training.

Under an expanded public information model, PEO will make universally available in the public interest information about licensees. Such information might include practitioners' business contact information, PEO licence number, chapter affiliation, educational qualifications, year of first licensing, PEO awards, other professional involvements, other recognitions, or professional conduct history.

The new PEO Privacy Policy outlines and applies the 10 principles of the *Personal Information Protection and Electronic Documents Act*, based on the Canadian Standards Association model code for the Protection of Personal Information, with necessary modifications to reflect PEO's regulatory nature in collecting, using, and disclosing personal information without consent in order to serve and protect the public interest.

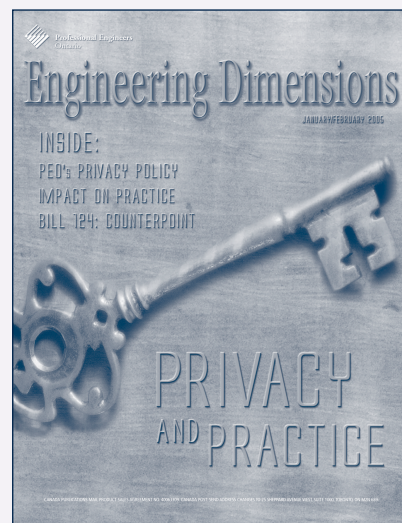
The policy, which also includes seven subpolicies, is a statement of the principles and guidelines for the minimum required protection of the personal information collected, used or disclosed by PEO. The objective of the PEO Privacy Policy is to ensure responsible and transparent practices in the management of personal information, in accordance with contemporary privacy expectations. The PEO Privacy Policy also provides guidance as to how PEO interprets its ability to disclose information "as may be required in connection with the administration" of the legislation as set out in section 38 of the *Professional Engineers Act*.

Strategic Plan

As part of its ongoing budget and business planning activities, PEO Council approved creation of a Strategic Plan to cover the years 2005-2009 and a process for its creation, at its April 2004 meeting. To create the foundation of the plan, PEO consulted with members and other stakeholders about the issues having an impact on the profession, and PEO as an organization, now and into the future.

The overall objective of the process was to develop a pragmatic and achievable draft Strategic Plan for Council approval in March 2005. When approved, the plan should be consistent with:

- PEO's existing regulatory mandate (or identifying areas where overriding public interest may better be served through regulatory change);
- identified Council, regulator and stakeholder priorities; and
- governance or other identified constraints.



The development of a comprehensive Privacy Policy in 2004 has brought PEO in line with government and public expectations for the collection, use and treatment of personal information.

Bill 124

At its June meeting, PEO Council approved a motion to withdraw PEO's participation in the administration of Ontario Building Code (OBC) examinations and registry of qualifications under the *Building Code Statute Law Amendment Act*, (Bill 124) and Regulation 305/03, when those provisions come into effect on July 1, 2005.

Notwithstanding PEO's earlier agreement to participate in this endeavour, it was Council's position that administering OBC examinations and registration of successful participants would duplicate the administrative bureaucracy of the Ministry of Municipal Affairs and Housing, and add little value to the role of PEO as the regulator of the practice of professional engineering in Ontario. PEO was also clear that it will not develop a parallel system to effect the ministry's registration and qualification requirements, because the requirements do not reflect public interest and welfare issues that fall within the practice of professional engineering.

At year end, PEO continued to propose to the ministry that it exempt professional engineers from the qualification and registration requirements of Bill 124 and Regulation 305/03.

As it stands, the requirements go into effect on July 1, 2005.

Discussions with the ministry are ongoing and members will be updated through *Engineering Dimensions* and the Registrar's Report, which is available on PEO's website.

At the suggestion of Attorney General Michael Bryant during a December 6th meeting with him, PEO began developing a government communications program to raise awareness of PEO's mandate and the value of professional engineering licensure in meeting the government's public welfare objectives involving engineering practice. The program is aimed at ensuring that PEO is consulted early in the formation of future legislation that may impact on its regulatory jurisdiction.

Brownfields Regulation 153/04

The Standards and Regulations department reviewed Environment Minister Leona Dombrowsky's letter of November 25, 2004 on the issue of Qualified Persons (QPs). The letter continues to point to miscomprehension by the Ministry of the Environment (MOE) about the licensing and authorization regimes administered by PEO, as evidenced by the minister's explanation of why limited licence holders cannot be QPs. The minister's arguments seem not to take into account the contradiction that the QP regulation allows unregulated individuals to certify Records of Site Condition, while PEO limited licence holders, who are regulated under the *Professional Engineers Act*, are expressly prohibited from doing so. Now being reviewed is whether MOE can use its regulation-making powers under the *Environmental Protection Act* to prohibit limited licence holders from doing what the Legislature has, through the *Professional Engineers Act*, expressly permitted to be regulated by PEO.

PEO Participates in Coroner's Inquest

On November 14, 2000, a multipoint suspended scaffold under the Ambassador Bridge in Windsor collapsed. Three workers fell into the Detroit River and one drowned. The design and use of this type of scaffold are regulated through the Construction Project regulations under the *Occupational Health and Safety Act*. These regulations require that a professional engineer design the scaffold and inspect it prior to use.

A Coroner's Inquest into the death of the worker was held between June 14 and July 16, 2004. Given the engineering issues involved and PEO's public protection mandate, PEO requested and received "standing" at the inquest. This enabled PEO to cross-examine the witnesses and to make submissions with respect to recommendations.

The inquest sat for 19 days and heard from over 30 witnesses. At the conclusion of the inquest, the Coroner's Jury issued 50 recommendations, including six directed at PEO with respect to guidelines and the regulation of the profession. The recommendations have been provided to the Standards and Regulations department for assessment and action. In addition, the Regulatory Compliance department is investigating possible disciplinary action against several professional engineers based upon the evidence and testimony at the inquest.

Policy Development Process

PEO will now use a structured process to guide its policy development, analysis and decision making, as a result of Council approval in September of the policy development process and Policy Development Reference Manual first presented to it in June.

The new process will require generating and evaluating different policy options to address identified problems, and proposed solutions that produce measurable results for future evaluation and feedback. Such an approach to developing regulatory policy should ensure work is directed only to issues that fit within pre-established PEO priorities, a formalized, broad approach to stakeholder consultation, increased accountability for policy development, and informed Council decision making, based on solid strategic and policy analysis and consideration of the risks/benefits of various options.

Administrative Services

The Administrative Services department launched a number of process improvement initiatives in 2004 and leveraged technology to enhance services to members and improve PEO's financial position. These included:

- **Operating Reserve Policy**—An operating reserve policy was approved. It sets the 2005 reserve fund's lower limit at \$3.5 million and its upper limit at \$5.1 million. The policy provides the necessary funding capacity to maintain a balance between revenue and expenditures to deal with uncertainties, future liabilities, opportunities, growth and known planned initiatives.
- **Activity-based Costing**—In 2004, PEO implemented activity-based costing (ABC) and activity-based budgeting systems, and performed a major upgrade to the General Ledger system to better understand and track the costs of its activities and processes. Activity-based management software was developed, which staff used to prepare the 2005 budget based on planned activities. A Staff Contribution time reporting system was implemented to track staff time spent against planned activities.
- **Banking and Investment Activities**—PEO migrated all its banking and investment activities to Scotia Bank and Scotia Cassels, respectively. Telephone banking, Internet banking and direct bill payment will be introduced to provide flexible membership payment options in the future and improve PEO's financial processes. Scotia Cassels will work closely with PEO to enhance its investment return.
- **Online payment and online change of address**—In May, PEO unveiled its new online payment and online change of address services. The new system is fast, secure and convenient. The online change of address enables all categories of applicants and licence holders (with the exception of Certificate of Authorization holders), to make their own changes to the information on PEO's address database, ensuring real-time updates and greater accuracy. A total of 25,615 credit card transactions of online licence and registration fees were processed leading to the collection of nearly half of the association's P.Eng. fee revenue of \$11.1 million for the year.
- **Telephone System**—PEO leveraged technology and replaced its telephone system with a new Mitel telecommunication system to improve communication with members and applicants and increase reliability of communication systems.

ASSOCIATION OF PROFESSIONAL ENGINEERS OF ONTARIO FINANCIAL STATEMENTS

December 31, 2004, with Comparative Figures for 2003

Balance Sheet

			2004	2003
ASSETS	CURRENT	Cash	\$704,453	\$27,603
		Marketable securities (market value \$5,372,587; 2003–\$2,948,616)	5,328,508	2,925,135
		Accounts receivable	593,405	625,092
		Prepaid expenses	275,082	307,838
			6,901,448	3,885,668
	PORTFOLIO INVESTMENTS (market value \$7,991,882; 2003–\$8,916,092)		7,894,645	8,776,228
	CAPITAL ASSETS (Note 5)		795,239	836,697
			15,591,332	13,498,593
LIABILITIES	CURRENT	Accounts payable and accrued liabilities	799,953	1,144,145
		Fees in advance and deposits	6,752,032	6,027,015
			7,551,985	7,171,160
	DEFERRED LEASE INDUCEMENT		-	81,533
	EMPLOYEE FUTURE BENEFITS (Note 3)		1,797,171	931,204
			9,349,156	8,183,897
OPERATING RESERVE	INVESTED IN CAPITAL ASSETS		795,239	836,697
	UNRESTRICTED		5,446,937	4,477,999
			6,242,176	5,314,696
On behalf of the Council: Member–George R. Comrie, P.Eng.; Member–Robert A. Goodings, P.Eng.			\$15,591,332	\$13,498,593

Statement of Revenue and Expenses

		2004	2003
REVENUE	Annual fees	\$11,094,151	\$10,104,235
	Application, registration, examination and other fees	3,475,450	3,290,163
	Investment income	554,089	572,049
	Advertising income	646,736	477,002
		15,770,426	14,443,449
EXPENSES	Administrative Services	1,196,530	874,974
	Amortization	377,425	364,407
	Governance	701,933	700,143
	Human Resources	328,916	132,470
	Information and Technology Services	327,486	393,001
	Licensing and Registration	646,820	435,720
	Policy and Communications	1,649,417	1,592,771
	Regulatory Compliance	682,748	797,226
	Standards and Regulations	13,422	20,507
	Rent	1,181,937	1,162,245
	Salaries and benefits (Note 4)	7,009,432	6,689,422
		14,116,066	13,162,886
EXCESS OF REVENUE OVER EXPENSES BEFORE OTHER ITEMS BELOW		1,654,360	1,280,563
CONTRIBUTION TO ONTARIO SOCIETY OF PROFESSIONAL ENGINEERS		-	2,117,430
CONTRIBUTION TO CANADIAN COUNCIL OF PROFESSIONAL ENGINEERS		726,880	566,511
EXCESS (DEFICIENCY) OF EXPENSES OVER REVENUE		\$927,480	\$(1,403,378)

Statement of Changes in Operating Reserve

	2004			2003
	INVESTED IN CAPITAL ASSETS	UNRESTRICTED	TOTAL	TOTAL
Balance, beginning of year	\$836,697	\$4,477,999	\$5,314,696	\$6,718,074
Excess (deficiency) of revenue over expenses	(377,425)	1,304,905	927,480	(1,403,378)
Additions to capital assets, net	335,967	(335,967)	-	-
Balance, end of year	\$795,239	\$5,446,937	\$6,242,176	\$5,314,696

* The above information is an abbreviated version of APEO's 2004 financial statements. The full audited report was published in the March/April 2005 issue of *Engineering Dimensions*.



CHAPTER OPERATIONS

PEO's chapters are the association's local presence and are tasked with assisting PEO in meeting its objectives. The Chapter Executives are the professional engineers and engineering interns who want to assist in growth and development of the profession locally, and who may, through mentoring, become future participants or leaders of the profession at higher levels.

During 2004, PEO Council officially recognized the role of chapters as a vehicle to help PEO deliver on the principal and additional objects prescribed in the *Professional Engineers Act*, and any strategic objectives arising from them.

Through local presence and activities, the objectives of PEO chapters are to:

- facilitate participation and training of licence holders in the governance, succession planning for PEO leadership, and the statutory duties of the profession;
- work to identify the value of the profession to future licence holders;
- promote and enhance understanding within society of the self-regulated engineering profession and the importance of licensure; and
- actively participate in PEO's policy development.

The essential purpose of chapters is policy and communications through the following initiatives:

1. enhancing a local presence for the engineering profession through-

out Ontario;

2. providing an introduction and training for professional engineers who want to participate in the statutory functions of the profession;
3. providing timely and current information to licence holders;
4. providing an active communication link between the membership and Council concerning:
 - a. PEO policy development,
 - b. Succession planning for PEO leadership, and
 - c. PEO and chapter budget planning;
5. providing a forum for local discussion of professional and civic affairs;
6. enhancing the professional development, competence and social responsibility of professional engineers;
7. serving as an information resource for professional engineers, the public and society;
8. promoting public awareness of the engineering profession in the local community;
9. providing a local point of contact for the community to access information on the profession and engineering;
10. promoting participation of licence holders in chapter activities and PEO committees;
11. promoting recognition of individuals or firms for their support of the profession.



Top Left:

On February 20, PEO's Algonquin Chapter hosted a celebration honouring 100 years of contributions by Canada's Military Engineers.

Top Right:

New engineers receive their licences at the Penta Chapters ceremony in November.

Bottom Left:

In March, the Peterborough Chapter co-sponsored the Peterborough Engineering and Technology Challenge at the Eyinrude Centre in Peterborough. This official National Engineering Week event attracted 65 participants in small teams from seven local high schools.



CHAPTER HIGHLIGHTS

A Chapters Leaders' Conference was held in conjunction with PEO's annual general meeting on April 23, 2004. Nearly 90 delegates, 60 from the chapters, 13 Councillors and 15 others participated in the workshop, which served as a forum to identify and discuss the roles and responsibilities that chapters have in the association's refocused regulatory role.

Council approved the addition of a new chapter coordinator to the PEO staff structure at its September meeting.

The **York Chapter** hosted its annual general meeting on February 12 by combining it with a licence ceremony and a dinner/dance event close to Valentine's Day. This combination ensured that new certificate recipients had a chance to meet many existing members, PEO staff, Councillors and executives and to network with other PEO licensees.

In February, the **Algonquin Chapter** celebrated the 100th anniversary of the Canadian Military Engineers with a dinner and commemorative plaque presentation at the Lions' Club Hall in Chalk River. Almost 180 people attended the event, including members of 2 Combat Engineer Regiment, back from service in Afghanistan.

Several PEO Chapters provided mentoring and volunteer assistance to teams of Ontario secondary school students for the design and construction of their entries into the FIRST Robotics Competition. The competition is an exciting, national competition that teams professionals and young people to solve an engineering design problem in an intense and competitive way. The program is a life-changing, career-moulding experience—and a lot of fun. In 2004, the competition reached more than 20,000 students on over 600 teams in 22 competitions. Teams come from Canada, Brazil, the United Kingdom and the United States.

Many **Scarborough Chapter** members and executives volunteered at the First (For Inspiration and Recognition of Science and Technology) Robotics Canadian Regional competition held during April 1 to 3 at the Hershey Centre, Mississauga. Over 75 Robotics teams participated at the competition. Chapter volunteers served as referees, robot inspectors, pit administration, media and VIP registration. They all had a wonderful time and were able to meet interesting and like-minded people serving along side them. At the robots "preparation pit," volunteers saw unified team efforts among team members, the sharing of knowledge and expertise between teams, and the lending of materials to teams who were desperately in need—all highly commendable professional qualities.

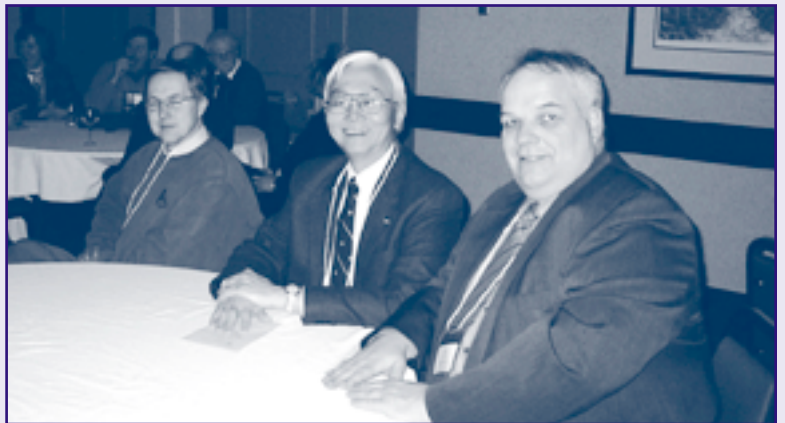
As part of its effort to promote the field of engineering as a potential career path, the **Brantford Chapter** challenged local grades 9 and 10 students to a "Popsicle Stick Bridge" competition that featured a prize of \$200 for the winning entry. The May competition involved the bridge being mechanically loaded to the point of failure to determine the maximum weight-carrying capacity of the construction. The structure able to withstand the greatest loading was determined to be the winner.

The annual North Bay Regional Science Fair is organized by the **North Bay Chapter** with volunteers from the scientific and professional community, and is designed to encourage youth in the region to pursue an interest in science. The top three entrants have the opportunity of participating in a national fair. At the 2004 Canada-Wide Science Fair in St. John's, Newfoundland, North Bay students

were recognized with many national honours, including the silver medal in the category of Earth and Science, the Statistical Society of Canada Awards, the Renewable Energy Award, and the AECL Award for Excellence in Science.

On November 5, the **Lakehead Chapter** held its Annual Engineering and Technology Conference at the Valhalla Inn in Thunder Bay. For the first time ever, the Regional Councillors Committee met after the conference, which proved to be a successful decision. Staged on the first Friday each November, the conference offers many diverse speakers covering a variety of relevant topics to the profession. Engineering students and faculty from Lakehead University are invited.

On Thursday, November 18, 2004, 68 practitioners attended the **Hamilton Chapter's** first event designed to provide information to international engineering graduates seeking licensure in Ontario. The presentation included information on the value and respect provided by a P.Eng. licence; the difference between PEO and the Ontario Society of Professional Engineers; how to apply for a licence; how to apply for the Engineering Intern Training program; provisional licensure; the Experience Requirements and Academic Requirements committees' roles; and the Professional Practice Examination.



The North Bay Chapter held its 24th Annual Professional Engineers Day in January. Pictured from left to right are guest speaker John Simmonds, P.Eng., PEO Northern Regional Councillor Seimer Tsang, P.Eng., and PEO CEO/Registrar Kim Allen, P.Eng.



On February 7, PEO's York Chapter presented a Certificate of Appreciation to Oak Ridges MP Bryon Wilfert, in recognition of his 15 years of dedicated support to the profession.



Region	Regional Councillors	Chapter	P.Engs	P.Engs + EITs	EITs	Website Address
West Central	Philip Maka, P.Eng. Colin T. Moore, P.Eng.	Toronto Dufferin	1210	1306	96	www.todufferin.peo.on.ca
		Toronto Humber	865	976	111	www.tohumber.peo.on.ca
		North Toronto	1348	1393	45	www.northtoronto.peo.on.ca
		Kingsway	987	1044	57	www.kingsway.peo.on.ca
		Etobicoke	986	1020	34	www.etobicoke.peo.on.ca
		Mississauga	4653	4981	328	www.mississauga.peo.on.ca
		Oakville	2327	2395	68	www.oakville.peo.on.ca
		Brampton	2478	2649	171	www.brampton.peo.on.ca
			14,854	15,764	910	
East Central	Santosh K. Gupta, P.Eng. Daniela Iliescu, P.Eng.	East Toronto	2529	2713	184	www.easttoronto.peo.on.ca
		Scarborough	2200	2428	228	www.scarborough.peo.on.ca
		Willowdale/Thornhill	3471	3667	196	www.willowdalethornhill.peo.on.ca
		Lake Ontario	2339	2404	65	www.lakeontario.peo.on.ca
		York	4720	4891	171	www.york.peo.on.ca
		Simcoe Muskoka	1192	1230	38	www.simcoe-muskoka.peo.on.ca
			16,451	17,333	882	
Western	Diane Freeman, P.Eng. John O. Vieth, P.Eng.	Hamilton	3223	3347	124	www.hamilton.peo.on.ca
		Brantford	556	573	17	www.brantford.peo.on.ca
		Grand River	3151	3302	151	www.grandriver.peo.on.ca
		London	1916	2009	93	www.london.peo.on.ca
		Chatham-Kent	251	268	17	www.chathamkent.peo.on.ca
		Lambton	854	897	43	www.lambton.peo.on.ca
		Windsor-Essex	1239	1320	81	www.windsor-essex.peo.on.ca
		Georgian Bay	759	786	27	www.georgianbay.peo.on.ca
		Niagara	1491	1533	42	www.niagara.peo.on.ca
			13,440	14,035	595	
Eastern	Allen K. Lucas, P.Eng. Cliff L. Knox, P.Eng.	Peterborough	724	743	19	www.peterborough.peo.on.ca
		Thousand Islands	436	447	11	www.thousandislands.peo.on.ca
		Quinte	410	427	17	www.quinte.peo.on.ca
		Kingston	1075	1115	40	www.kingston.peo.on.ca
		Ottawa	7391	7618	227	www.ottawa.peo.on.ca
		Upper Canada	240	249	9	www.uppercanada.peo.on.ca
		Algonquin	293	300	7	www.algonquin.peo.on.ca
			10,569	10,899	330	
Northern	Seimer Tsang, P.Eng. David C. Robinson, P.Eng.	Lake of the Woods	114	123	9	www.lakeofwoods.peo.on.ca
		North Bay	271	283	12	www.northbay.peo.on.ca
		Algoma	246	255	9	www.algoma.peo.on.ca
		Lakehead	452	465	13	www.lakehead.peo.on.ca
		North Superior	36	38	2	www.northsuperior.peo.on.ca
		Porcupine/Kapuskasing	191	205	14	www.porcupinekap.peo.on.ca
		Temiskaming	83	85	2	www.temiskaming.peo.on.ca
		Sudbury	810	862	52	www.sudbury.peo.on.ca
			2203	2316	113	

2004 PEO volunteers

Thomas A, EIT
Galal Abdelmessih, P.Eng.
Kassim Abdullah, P.Eng.
J. David Adams, P.Eng.
Jorge Adib, P.Eng.
Umar Afzaal, EIT
Ravi Agashe, P.Eng.
Safique Ahmed, EIT
Amir Ajanovic, P.Eng.
Subhi Al Sayed, P.Eng.
Michael Albanese, P.Eng.
Ryan Albert, EIT
L. Carmen Aldea, P.Eng.
Nabil Alexan, P.Eng.
Philip H. Alexander, P.Eng.
Ali Alizedah, P.Eng.
Matt Allen, P.Eng.
Lucky Amaratunga, P.Eng.
Ryszard Ambroz, P.Eng.
Lumi Anastase, P.Eng.
Holly Anderson, P.Eng.
George Apostol, P.Eng.
Prem Arora, P.Eng.
Steven Ash, P.Eng.
Behrouz (Bruce) Atrie, P.Eng.
Dave Auld, P.Eng.
Edward M. Aziz, P.Eng.
George Bacioiu, P.Eng.
Devinder S. Bagra, P.Eng.
John D. Bailes, P.Eng.
Martin Bain, P.Eng.
Harry C. Baker, P.Eng.
Charles D. Baker, P.Eng.
Clair Baker, P.Eng.
Michael A. Ball, P.Eng.
Paul Ballantyne, P.Eng.
Adam Balogh, P.Eng.
Pregrad Banjanin, P.Eng.
Lindsay Banks, P.Eng.
Babak Baradian-Seyed, P.Eng.
Douglas R. Barker, P.Eng.
Chuck Barsony, P.Eng.
David Batchelor
Dave Bayly, P.Eng.
Fred Bealle, P.Eng.
Steve Beaulac, EIT
Norbert K. Becker, P.Eng.
Gertjan Bekkers, P.Eng.
Bill Bélanger, P.Eng.
Rodney P. Bell, P.Eng.
Samuel Bell, P.Eng.
Don Belyea, P.Eng.
Kathy Bembien, P.Eng.
Mark Bendix, P.Eng.
J.E. (Tim) Benson, P.Eng.
Ben Bernstein, P.Eng.
Larry Betuzzi, P.Eng.
Sanjiwan D. Bhole, P.Eng.
Nykolaj Bilaniuk, P.Eng.
George Biljan, P.Eng.
Nigel Birch, P.Eng.
Duncan Blackford, P.Eng.
Araceli Blackwood, P.Eng.
Kevin Blades, P.Eng.
Peter Blakey, P.Eng.
Joe Bonadie, P.Eng.
Anthony Bonney, P.Eng.
Norman Bordan, P.Eng.
Ted Botterill, P.Eng.
Andy Bowers, P.Eng.
Richard W. Braddock, P.Eng.
John R. Bray, P.Eng.
Robert Bressan, P.Eng.
Peter Broad, P.Eng.
Anne Brooke, P.Eng.
Alex T. Brown, P.Eng.
Isabelle Brown, P.Eng.
Mark Brys, P.Eng.
David Bucar, P.Eng.
Keith Burnett, P.Eng.
Betty-Anne Butcher, P.Eng.
Michael A. Butt, P.Eng.
Bill Butuk, P.Eng.
Peter T. Bziuk, P.Eng.
Patricia Cabeza, P.Eng.

Dan Cacciotti, P.Eng.
Joe Calabrese, P.Eng.
Elizabeth Calwell, P.Eng.
Bill Campbell, P.Eng.
Colin S. Cantlie, P.Eng.
Alphonse Caouette, P.Eng.
Diego Cárdenas
Greg Carli, P.Eng.
Denis Carlos, P.Eng.
David B. Caryll, P.Eng.
Carlo Cattarello, P.Eng.
Anselmo Cayetano, P.Eng.
A.A. (Tony) Cecutti, P.Eng.
John Ceko, P.Eng.
Denis Cesarin, P.Eng.
J. Donald Chambers, P.Eng.
Mark Champion, P.Eng.
Ramesh Chaudhuri, P.Eng.
George Chelvanayagam, P.Eng.
Jason Chen, P.Eng.
Ian Cheng, P.Eng.
Corneliu Chisu, P.Eng.
Ken Chiu, P.Eng.
Robert Chmura, P.Eng.
Thomas Chong, P.Eng.
Wan Tat (Vincent) Chu, P.Eng.
Steve Ciona, P.Eng.
Bruce E. Clarida, P.Eng.
Michael J. Clarke, P.Eng.
Geoff Clarkson, P.Eng.
John Clayton, P.Eng.
Steve Cobean, P.Eng.
Gina P. Cody, P.Eng.
Nick Colucci, P.Eng.
Nicolae Comanescu, P.Eng.
Corry Comello, P.Eng.
George R. Comrie, P.Eng.
George Constantinescu, P.Eng.
Jeremy Cook, P.Eng.

Deepak Dey, P.Eng.
Zahir R. Dharani, P.Eng.
Pankaj Dhawan, EIT
Jattinder Dhillon, P.Eng.
Bruno Di Stefano, P.Eng.
Candace DiCresce, P.Eng.
Paul Didrikson, P.Eng.
Judith Dimitriu, P.Eng.
Paul DiNovo, P.Eng.
Denis Dixon, P.Eng.
Robert D. Dony, P.Eng.
R. Craig Doran, P.Eng.
Linda Drisdelle, P.Eng.
Nigel D'Souza
Camila Duarte
Jerry Duadic, P.Eng.
Matt Dugalic, EIT
David Dundas, P.Eng.
Robert A. Dunn, P.Eng.
James S. Dunsmuir, P.Eng.
Luc Duval, P.Eng.
Afshin Ebtekar, P.Eng.
Márta Ecsedi, P.Eng.
Ray Eleid, P.Eng.
David Elfstrom, P.Eng.
Kam E. Elguindi, P.Eng.
Nabil El-Khazen, P.Eng.
Rita El-Khoury, P.Eng.
Catherine M. Ella, P.Eng.
Tom Ellerbusch, P.Eng.
Don Elliott, P.Eng.
Stan Elliott, P.Eng.
Gina P. Cody, P.Eng.
Richard E. Emodi, P.Eng.
Jean-Pierre Eskander, P.Eng.
Thomas A. Etches, P.Eng.
David Euler, P.Eng.
Walter Evans, P.Eng.
Zbigniew Ewertowski, P.Eng.

Diane L. Freeman, P.Eng.
Bill Frenke, P.Eng.
Mark Friedberg, P.Eng.
Aubrie A. Friedman, P.Eng.
Peter R. Frise, P.Eng.
Monique Frize, P.Eng.
Anthony J. Galati, P.Eng.
John Gamble, P.Eng.
Janos I. Garami, P.Eng.
Simona Gasparetto, P.Eng.
Marc Gaudet, P.Eng.
Sam Gauvreau, P.Eng.
Greg Geisler
William M. Gentles, P.Eng.
Stelian George-Cosh, P.Eng.
Allan Giacomelli, P.Eng.
G. Ross Gillett, P.Eng.
Zuzana Gimerska, P.Eng.
Dalila C. Giusti, P.Eng.
Mark Gledhill, P.Eng.
John Glover, P.Eng.
Rick Goertz, P.Eng.
Richard W. Goguen, P.Eng.
Branislav Gojkovic, P.Eng.
Peter J. Golem, P.Eng.
Desmond Gomes, P.Eng.
Robert A. Goodings, P.Eng.
Ian W. Gore, P.Eng.
Imola Gotz, P.Eng.
Len Goveas, P.Eng.
Mark Grabinsky
Sheri-Lee Graham, P.Eng.
Vince Grande, EIT
Rene Grandmaison, P.Eng.
Don Grandy, P.Eng.
Ed Grandy, P.Eng.
Luc Gravelle, EIT
Bob Gravelle, P.Eng.
Gordon A. Griffith, P.Eng.

Don Haws, P.Eng.
Mark Haynes, P.Eng.
R. L. (Bob) Hemmings, P.Eng.
Mark Henderson
David N. Henderson, P.Eng.
Frank Hendriksen, P.Eng.
Geoff Hicks, P.Eng.
Nancy E. Hill, P.Eng.
Robert Hindle, P.Eng.
Doug Hink, P.Eng.
Barry Hitchcock, P.Eng.
Pierre Holden, P.Eng.
Ray Hong, P.Eng.
David W. Hopper, P.Eng.
Gary O. Houghton, P.Eng.
Xue Chu (Andrew) Huang, P.Eng.
Frank Hull, P.Eng.
Victor R. Hure, P.Eng.
Wayne Hurley, P.Eng.
Naseem Hussain, P.Eng.
Khadim Hussain, P.Eng.
John Iachetta, P.Eng.
Mike Iampietro, P.Eng.
Eleonora Iancu, P.Eng.
Corneliu Iaschevici
Maged W.M. Ibrahim, P.Eng.
Shawky Ibrahim, P.Eng.
Daniela Iliescu, P.Eng.
Donald C. Ingram, P.Eng.
Peter Inman, P.Eng.
Gordon Ip, P.Eng.
Donald Ireland, P.Eng.
Magda Ishak, P.Eng.
Nash B. Iskander, P.Eng.
Valentina D. Ivanova, P.Eng.
Sassan Izadi, P.Eng.
Bill Jablonsky, P.Eng.
William E. Jackson, P.Eng.

Professional Engineers Ontario relies on members' voluntary participation in both its governance and operation. In 2004, over 800 volunteers served on PEO committees, task forces and chapter executives. PEO Council gratefully recognizes and thanks the many professional engineers and others who participate in the operation and governance of the association. This list includes those who have been appointed to PEO committees, task forces and chapter executives; however, many others serve the profession in a wide variety of activities and events throughout the year. To participate in PEO, contact Tom Chessell, Manager, Volunteer Management.

Peter L. Cook, P.Eng.
Donald E. Cormack, P.Eng.
Pierre Couillard, P.Eng.
Ben J. Coulson, P.Eng.
Daniel Couture, P.Eng.
John Cramm, P.Eng.
Paul Crippwell, P.Eng.
William Crocker, P.Eng.
Steve Crosby, EIT
Mike Crutchley, P.Eng.
Guy Cuerrier, P.Eng.
Mike Cunningham, P.Eng.
William Dale, EIT
Bogdan Damjanovic, P.Eng.
Slobodan Damjanovic, P.Eng.
Michael N.D. Dang, P.Eng.
Bruno D'Arcangelo, P.Eng.
Humberto DaSilva, P.Eng.
Alistair Davie, P.Eng.
Steve Davis, P.Eng.
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CORE VALUES

In February 2004, Council approved formation of a Human Resources and Compensation Committee, whose objective, among other issues, is to guide the development of a set of core values for PEO. Through a series of three working sessions involving Councillors, staff and outside stakeholders, a set of five widely supported core values was established, including definitions and examples. The establishment of a set of core values is an important step in defining PEO's corporate ethics and establishing standards of conduct for PEO staff and volunteers. The process of ongoing communication of these values to all PEO stakeholders is underway.

The following core values were approved by Council at its meeting in January 2005:

ACCOUNTABILITY

RESPECT

INTEGRITY

PROFESSIONALISM

TEAMWORK



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