



2026 Council Elections Guide



TABLE OF CONTENTS

Introduction	2
About Professional Engineers Ontario	2
About the Council	2
Electoral Regions	3
Committees	3
What is the role of a Councillor?	3
Terms of Office	4
Term Limits	4
Time Commitment	4
Compensation	5
Councillor Attributes	6
Eligibility to Run for Council	8
Eligibility to Vote	9
Nomination Process	9
Election Process	9
Candidate Expenses	10
Expense Reimbursement and Emburse Registration	10
Candidate Orientation Course	11
Key Dates for 2026 Council Elections	11
Questions	12
Resources	12
Appendices	13

Professional Engineers Ontario 2026 Election Guide

Introduction

Each year, Professional Engineers Ontario (PEO) holds elections for some positions on its Council.

This Election Guide will help explain what Council does, how to seek a position on Council or nominate a colleague, and the election process at PEO.

While this Elections Guide serves as an overview, further orientation programming will be provided to newly-elected members of Council to assist them in learning more about PEO, Council, and their respective roles.

About Professional Engineers Ontario

PEO is the licensing and regulating body for professional engineering in Ontario. Professional engineering is a self-regulated profession. The self-regulation model involves the government delegating authority to a profession to effectively regulate the practice of that profession in the public interest. Established by the *Professional Engineers Act*, PEO exists to regulate the practice of professional engineering and govern licence and certificate holders so that the public interest may be served and protected.

About the Council

Under the *Professional Engineers Act*, the Council of PEO is the governing body and board of directors of PEO, responsible for managing and administering its affairs.

Council is a governing-type board that directs and controls. It directs by setting strategic vision and direction. It controls by monitoring and evaluating actual results to gain confidence that the organization is moving in the direction set. In this governance model, Council's role is to engage actively at a strategic level, rather than at an operational or tactical one. Substantive operations are delegated to professional staff, supported by committees as appropriate. Council supervises the work of its sole employee, the CEO/Registrar. In turn, the CEO/Registrar delegates and directs the work of staff.

Council is composed of both elected and publicly-appointed members. A majority of members of Council are professional engineers. Lay members of the public also sit on Council. As a board, Council speaks with one voice. This means that even where Councillors individually oppose a decision, they publicly support Council's decision.

Fifteen Councillors are professional engineers who are elected by the membership. Of these fifteen, one is elected annually as the President-elect (who assumes the position of President the year following their election), and one is elected annually as Vice President.

The remaining thirteen elected Councillors are elected for two-year terms. Three of these Councillors are elected as Councillors-at-Large by the membership, and two Councillors from each of the five regions in the province are elected as regional Councillors by the members in their regions. The elections for these positions are staggered, so that they are not all up for election in the same year.

In addition to the elected Councillors, up to twelve Councillors are appointed by the provincial government. Appointed and elected Councillors are equal members of Council and have the same duties and responsibilities.

Electoral Regions

Professional Engineer Ontario's five regions are: Western Region, West Central Region, East Central Region, Eastern Region, and Northern Region.

Maps of the regions are available at **Appendix A**.

Committees

Committees play an essential role in the work of Council. There are both committees required by legislation, and those that have been created by Council.

The two types of committees at PEO are governance and regulatory. Governance committees relate to the governance, oversight and direction of PEO as an organization. Regulatory committees relate to core functions of licensing and regulation. Councillors sit on governance committees. At the committee stage, Councillors gather and consider relevant information, receive input from staff and external stakeholders as necessary, and develop recommendations for Council.

What is the role of a Councillor?

As individual members of Council, Councillors have a duty to carry out their responsibilities in a manner that serves and protects the public interest. Although elected, Councillors do not represent any constituencies or interests other than the public interest. Councillors have a fiduciary duty to PEO.

The fiduciary duty is a legal concept that requires Councillors to conduct themselves with an undivided duty of loyalty, good faith, and diligence to act on behalf of PEO and its public interest mandate. The fiduciary duty includes duties to adhere to confidentiality and privacy obligations, and to avoid acting in a conflict of interest.

Councillors have additional duties and responsibilities set out in the by-law, including:

- Endeavour to take part in committee work and serve actively on any committees to which they have been appointed;
- Ensure that confidential matters coming to their attention as members of the Council are not disclosed by them except as required;
- Avoid conflicts of interest by disclosing any interest they may have, other than as members of Council, in any matter coming before Council and shall not be counted in the quorum in respect of such matter; and
- Familiarize themselves with the Act, the regulations, the by-laws and code of ethics and with such other records and documents as may be necessary as background knowledge for the purpose of performance of the duties of their office.

Candidates must familiarize themselves with the Code of Conduct (**Appendix B**), and section 3 of the Governance Manual, “Roles and Responsibilities” (**Appendix C**).

Terms of Office

Councillors take office at the close of business at the annual meeting that follows their election. Those elected for a one-year term hold office until the close of business at the next annual meeting. Those elected for a two-year term hold office until the close of business at the second annual meeting that follows commencement of their term.

- The position of **President-elect** is for a one-year term, after which the incumbent will serve a one-year term as President and a one-year term as Past President.
- The position of **Vice President** is for a one-year term.
- The position of **Councillor-at-Large** is for a two-year term.
- The position of **Regional Councillor** is for a two-year term.

Term Limits

Terms limits have been established for elected Council positions, along with ‘cooling off’ periods before licence holders can run again. Please see section 2.1 of Regulation 941 for more information, or contact the Chief Election Officer if you are unsure whether you may run again: elections@peo.on.ca.

Time Commitment

Estimated time expectations for Council activity are outlined below. To the extent possible, meetings are scheduled during regular daytime business hours. The calendar of Council and Committee meetings is set in advance by Council. The President has a higher level of time commitment than what is described below. Please refer to **Appendix D** to review the Council and Committee Calander for the 2026-2027 term.

Council Meetings

Councillors can expect the following time commitment (please note, these are estimates and actual time could vary):

- Council meetings: approximately 9 days (includes 6 full day meetings and 3 hours of preparation time for each). Council meetings are usually on Fridays.
- Governance committee meetings: approximately 6 days per year (includes ½ day meetings and preparation time for each). Plenaries, Annual General Meeting, workshops, Council orientation: approximately 6 days per year.

In addition to the above, Regional Councillors have the following commitments:

- **Regional Councillors Committee (RCC)**
 - a) Regional Councillors are required to attend Regional Councillors Committee meetings.

- b) The RCC typically meets 4-6 times per Council year. The length of each meeting can range from 60 minutes to a day-long meeting, depending on the agenda. Meetings can be in-person hybrid or virtual. They are held during business hours and also after hours in the evening and on weekends as necessitated.
 - Typically, RCC meets after each round (3 total) of regional congresses in order to resolve chapter issues that have arisen from the congresses.
 - Additional meetings are scheduled on a need-be basis, based on the committee's work plan.
- c) Including travel and meeting preparation time, RCC meetings could amount to approximately 6 days during the Council year.

➤ **Regional Councillors on Regional Business**

- a) To keep in touch with the chapters of the region, Regional Councillors must be prepared to travel within the region to attend chapter events.
- b) Subject to the number of events a Regional Councillor can attend, the time commitment is estimated to be about ten days, to include one visit per chapter.

➤ **Regional Congresses**

- a) Regional Councillors are also required to attend the regional congresses of their chapters; it is optional to attend the regional congresses of other regions.
- b) The regional congress of each region is always chaired by the senior Regional Councillor in that region.
- c) Regional congresses take place three times per year, typically in February, June and September. However, the specific arrangements for 2026 have yet to be made.
 - Three Regional Congresses have been planned for each region in 2026.
 - Time commitment, including meeting attendance and preparation, is 4.5 days total for the East Central and West Central Regions.
 - Time commitment, including attendance, travel and preparation is about 8 days for the Northern, Western and Eastern Regions.

Compensation

Elected members of Council do not receive remuneration for their work. They are, however, eligible for reimbursement of certain expenses.

Councillor Attributes

The work of Council is enhanced when its members possess specific attributes, knowledge, and experiences related to the objectives of PEO, such as:

- A commitment to the mandate, vision, and values of PEO, including a commitment to equity, diversity, and inclusion.
- Knowledge about board governance and professional self-regulation.
- Experience in areas such as governance, change management, marketing, finance, risk governance, strategic planning, and talent management.

A Councillor possessing the following general skillset could enhance Council's effectiveness:

➤ **General Skillset**

- **Leadership Qualities:**
 - Confidence and good judgment in inspiring, motivating, resolving conflicts, making decisions, and offering direction and leadership to others.
 - Reinforces the high standards of professionalism, accountability, integrity, commitment, and ethics.
 - Fosters the values and principles of PEO.
- **Technological Literacy:**
 - Ability to work electronically in order to uphold security, privacy and efficiency of PEO's work.
 - Effective audio/video call management and etiquette.

Individuals possessing some of the following specific attributes, experiences, and skillsets would contribute to the strength of Council as a whole:

➤ **Industry Experience Attributes**

- **Engineering Industry**
 - Detailed knowledge of important issues in engineering as an active senior leader of an engineering firm or as a practicing professional engineer.
 - An understanding of the needs and aspirations of a diverse range of sectors and branches of practice in the engineering profession, including knowledge and experience of the standards of practice and professional ethics in engineering at provincial, national and international levels, particularly the Code of Ethics and Section 72 of the Regulation O.Reg. 941/90 concerning Professional Misconduct.
- **Regulatory Knowledge**
 - Experience in a regulatory environment and familiarity with recent issues in engineering regulations.

- Good understanding of the role of the regulator, PEO's regulatory function (i.e., self-governing a profession in the public interest), factors influencing effective regulatory performance, and policy development.
- **PEO Committee Experience:** Committee members with backgrounds in major issues affecting PEO.
- **PEO Specific Knowledge:** Working current knowledge of the *Professional Engineers Act*, the Regulations and PEO's By-Laws. Engagement with the PEAK program.

➤ **Equity, Diversity & Inclusion Attributes**

- **Diversity:** Including diversity of race and ethnicity, gender, abilities, sexual identities, religious affiliation and economic status and age.
- **Awareness:** Awareness of the values of equity, diversity and inclusion, and how these relate to the practice of professional engineering and the role of PEO as a regulator.
- **Inclusive:**
 - Ability to foster an environment of openness and respect.
 - Ability to ensure participation and decision-making processes are inclusive and non-biased.
- **Cultural Fluency:** Ability to understand, reflect, and respect cultural differences.

➤ **Skillset Attributes**

- **Board & Governance Experience:** Possesses experience as a director/ member of a board of directors; good understanding of the role of a strategic governing board versus the operational role of management.
- **Change Management:** Experience in the oversight of change management initiatives and processes at a corporate level.
- **Communications & Marketing:** Experience in communications, public outreach or media relations.
- **Finance & Accounting:** Understanding of and familiarity with reading, interpreting and understanding a set of financial statements, information and principles that present a breadth and level of complexity of accounting issues that are comparable to those of PEO, and can contribute meaningfully to discussions about financial objectives and performance.
- **Government Relations or Public Policy Experience:** Experience in developing and influencing public policy with varying levels of government (e.g., municipal, provincial, federal).
- **Risk Governance:** Familiarity with principles of risk oversight, management, and controls; possesses a good understanding of legal and regulatory requirements.
- **Stakeholder Relations and Engagement:** Ability to build networks and nurture relationships with communities and stakeholders.

- **Strategic Planning:** Ability to critically assess strategic opportunities and threats to the organization and to identify the strategic directions needed to give effect to the Board's/Council's vision.
- **Talent Management and Executive Compensation (HR):** Experienced with, or can demonstrate knowledge or expertise in, strategic human resource management. This may include workforce planning, employee engagement, succession planning, organizational capacity, compensation, CEO performance management and evaluation, and/or professional development.

Eligibility to Run for Council

To stand for election to Council, a licence holder must:

- be a citizen of Canada or have the status of permanent resident of Canada; and
- be residing in Ontario.

A person nominated for election as a Regional Councillor must at the time of nomination and election reside within the Region in which the person is nominated for election. If elected, they are required to reside in that Region to remain qualified as its Regional Councillor.

A licence holder who is also employed by PEO must take an unpaid leave of absence to run and must resign from their employment position to take office.

Additional Eligibility Requirements

To be eligible for election to Council, a member must also meet the following criteria:

- **Orientation Course:** Have completed a Council-approved orientation course.
- **Good Standing:** Be a member in good standing with PEO. This means that the member's licence is not under suspension, not cancelled, or not revoked.
- **Professional Conduct:** Have no findings of professional misconduct, incompetence, or incapacity by PEO or any other regulatory body in Canada.
- **Capacity:** At the time of nomination, must not:
 - Be declared incapable of managing property or personal care under the *Substitute Decisions Act, 1992* or *Mental Health Act*; or
 - Be the subject of a finding of incapacity by a court in Canada.
- **Bankruptcy:** Not be an undischarged bankrupt.
- **Council Disqualification:** Not have been disqualified from sitting on Council within the past three years.
- **Legal Actions:** Not be an adverse party in a civil action for damages against PEO.
- **Conflicting Roles:** Not be a director of the Ontario Society of Professional Engineers (OSPE).
- **Family Relationships:** Not be the spouse, parent, grandparent, child or grandchild of a PEO employee.
- **Criminal Record:** Not have been convicted, as an adult, of an offence under the *Criminal Code*

(Canada), the *Controlled Drugs and Substances Act (Canada)* or comparable legislation, unless a record suspension has been granted.

- **Pending Charges:** Have no pending charges under the *Criminal Code (Canada)*, the *Controlled Drugs and Substances Act (Canada)* or any comparable legislation of any jurisdiction.
- **Provincial Convictions:** Not have been convicted, in the past ten years, of an offence under any provincial statute where the conviction resulted in imprisonment.

Eligibility to Vote

Every licence holder who is not in default of payment of their annual fee is qualified to vote in the election.

PEO's membership roster will be closed on January 16, 2026 for the purposes of licence holders being eligible to automatically receive election material. Those licensed after January 16, 2026 who wish to vote in the 2026 election may contact the Chief Elections Officer at elections@peo.on.ca to request that election information be provided.

Nomination Process

A member may be nominated for election to Council as President-elect, Vice President, or a Councillor-at-Large by no fewer than fifteen other licence holders, including residents from each region.

A member may be nominated for election to Council as a Regional Councillor for a region by no fewer than fifteen other members who reside in the region.

Where only one licence holder is nominated for any position, they are acclaimed.

Where no member is nominated, the position will be filled by a licence holder appointed by a majority of Council.

Nominations for the 2026 election open on October 20, 2025 and close at 10am Eastern Time on November 24, 2025. Nomination forms may be obtained from the PEO website at www.peo.on.ca or from the Chief Elections Officer via email at elections@peo.on.ca.

Nomination papers are to be submitted by email only (elections@peo.on.ca). Forms will not be accepted by any other format (e.g. personal delivery, courier, fax). If you have a need for accommodation because of a disability that limits your ability to access electronic communications tools, please contact us by telephone: 416-224-1100 or toll-free at 1-800-339-3716 between the hours of 8:30am and 4:30pm.

Election Process

Elections are run by an independent Chief Elections Officer, appointed by Council, who oversees the election, including nomination and voting. An Official Elections Agent is designated by Council to administer voting.

Election rules can be found in two documents that are annually approved by Council: the Nomination and Voting Procedures (**Appendix E**), and the Election Publicity Procedures (**Appendix F**). In addition, the

2026 Nomination Form as well as the 2026 Nomination Acceptance Forms can be located in **Appendices G and H**, respectively.

Matters related to the election, including questions and complaints, should be directed to the Chief Elections Officer. Where the Chief Elections cannot resolve a matter, it will be forwarded to the Central Election and Search Committee. The Central Election and Search Committee is an election-related committee established by the Regulation.

The candidate who receives the greatest number of votes for an office is elected to the office. In the event of a tie, an election shall be decided by coin toss conducted by the retiring president.

Three Returning Officers are appointed to supervise the vote count.

Candidate Expenses

Candidates for PEO Council may submit expense claims related to travel in accordance with the current Expense Reimbursement Policy in effect until December 31, 2025 (**Appendix I**) and the Expense Reimbursement Policy in effect as of January 1, 2026 (**Appendix J**) as well as the Candidate Travel Allowance (**Appendix K**). This travel allowance enables candidates to travel to Chapter events during the period from the close of nominations to the close of voting. It is based on the distance between chapters and the number of chapters in each region and was approved by the Regional Councillors Committee. Such travel expenses are only reimbursed in accordance with PEO's expense policy. Travel allowance information is available at the end of this Guide.

For candidates running for President-elect, Vice President, or Councillor-at-Large, expense limits are based on the region in which they reside. For instance, a Vice President living in Ottawa would qualify for the base amount outlined in the Candidate Travel Allowance (**Appendix K**) in addition to an extra 25%, which applies to those in the Eastern region.

Candidates should refer to the Candidate Travel Allowance to confirm the specific amount applicable to their region.

Expense Reimbursement and Emburse Registration

If the candidate already has an Emburse (formerly "Certify") account, they can submit expense reimbursement claims as needed per the attached Expense Reimbursement Policy. If the candidate does not remember their password, a **tip sheet** for retrieving it is included at **Appendix L** as well as on the PEO Elections page as a resource.

If candidate does not have an Emburse account, they should email Secretariat@peo.on.ca and their name and email address will be provided to PEO's Finance team so that one of the team members can contact the candidate to begin the registration process and provide the necessary instructions.

Candidate Orientation Course

As part of the Director Accountability Framework, Council has established the successful completion of an orientation course, approved by Council, as a qualification to be elected to Council. This requirement is set out in section 9.1, paragraph 1 of Regulation 941.

The PEO Orientation Course for Election Candidates replaces the former *Board Basics* course and provides candidates with a foundational understanding of PEO’s governance and regulatory role. The course covers PEO’s mandate and legislative framework, the responsibilities of Council and its committees, and the respective roles of the CEO/Registrar and staff, along with other relevant topics to support effective service on Council.

Please visit the PEO’s 2026 Elections webpage to access the orientation course.

Appointment of Election Material Sign-off Representative

If a candidate chooses to have a representative sign off on their election publicity material in their stead, the “Appointment of Election Material Sign-off Representative” form found at **Appendix M** must be completed.

Key Dates for 2026 Council Elections

Item	Date
Date nominations open	October 20, 2025
Date nominations close	10 a.m. on November 24, 2025
Deadline for submissions for <i>Engineering Dimensions</i> and on website	11:59 p.m. on December 7, 2025
Deadline for submission of URL’s of candidates websites to which a link will be provided	11:59 p.m. on December 7, 2025
Deadline for submission of material for eblast # 1	January 14, 2026
Date PEO’s membership roster closes	January 16, 2026
Date list of candidates and voting instructions to be mailed to members (The electronic packages will be spooled out over a 48-hour period)	No later than Monday, January 26, 2026
Date voting will commence	On the date that the voting packages are sent to members, no later than Monday, January 26, 2026
Date of eblast # 1	January 26, 2026

Item	Date
Deadline for submission of material for eblast # 2	January 26, 2026
Date of eblast # 2	February 5, 2026
Deadline for submission of material for eblast # 3	February 9, 2026
Date of eblast # 3	February 19, 2026
Date voting closes	10 a.m. on February 23, 2026

Questions

Any election-related questions can be directed to the Chief Elections Officer at elections@peo.on.ca.

Resources

Appendix A: PEO Region Maps

Appendix B: Council Code of Conduct

Appendix C: Roles and Responsibilities

Appendix D: 2026-2027 Council and Committee Calander

Appendix E: Nomination and Voting Procedures

Appendix F: Election Publicity Procedures

Appendix G: Nomination Form

Appendix H: Nomination Acceptance Forms

Appendix I: Expense Reimbursement Policy (in effect until December 31, 2025)

Appendix J: Expense Reimbursement Policy (in effect as of January 1, 2026)

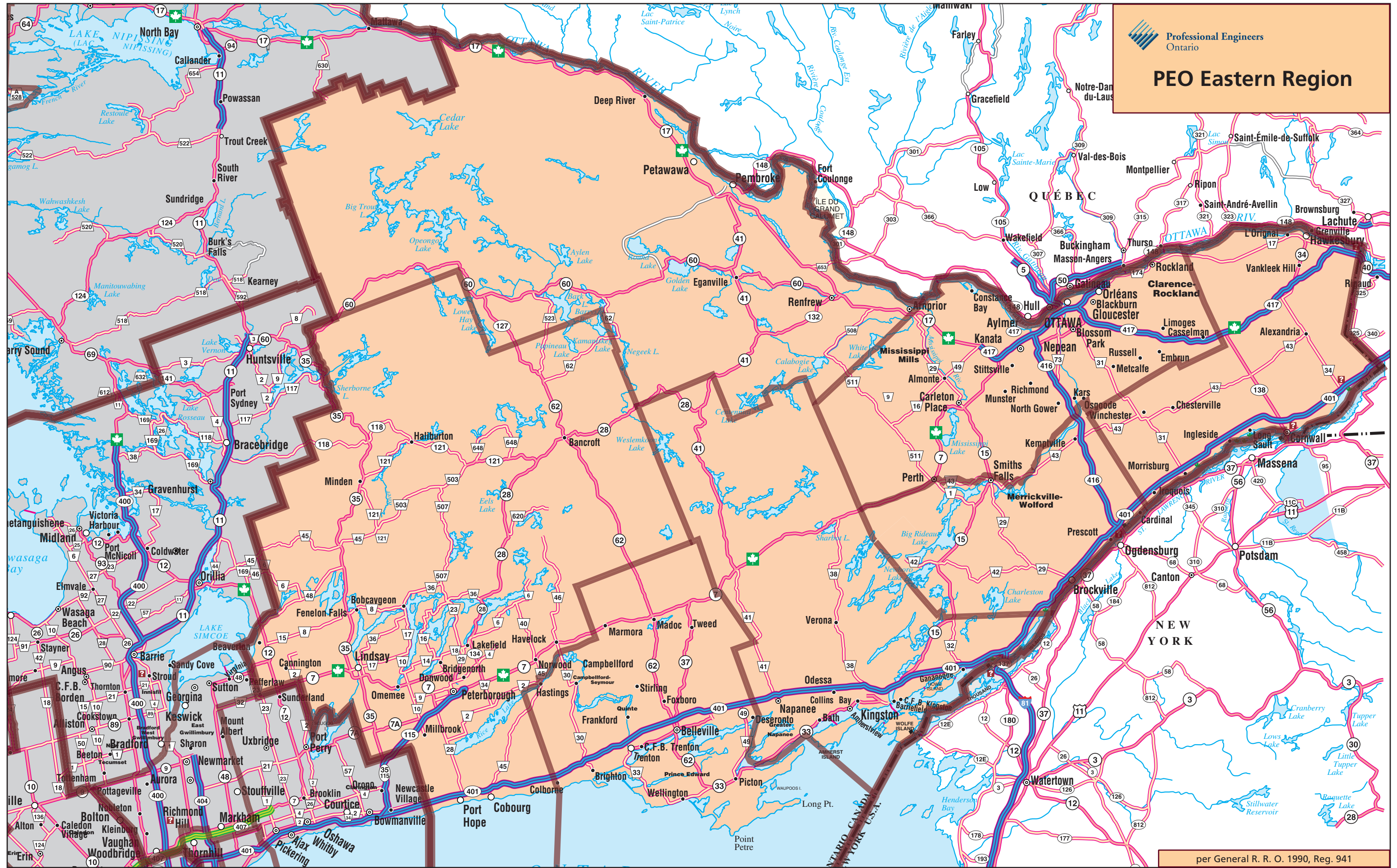
Appendix K: Candidate Travel Allowance – 2026

Appendix L: Certify Tip Sheet for Retrieving Password

Appendix M: Appointment of Election Material Sign-off Representative

PEO East Central Region





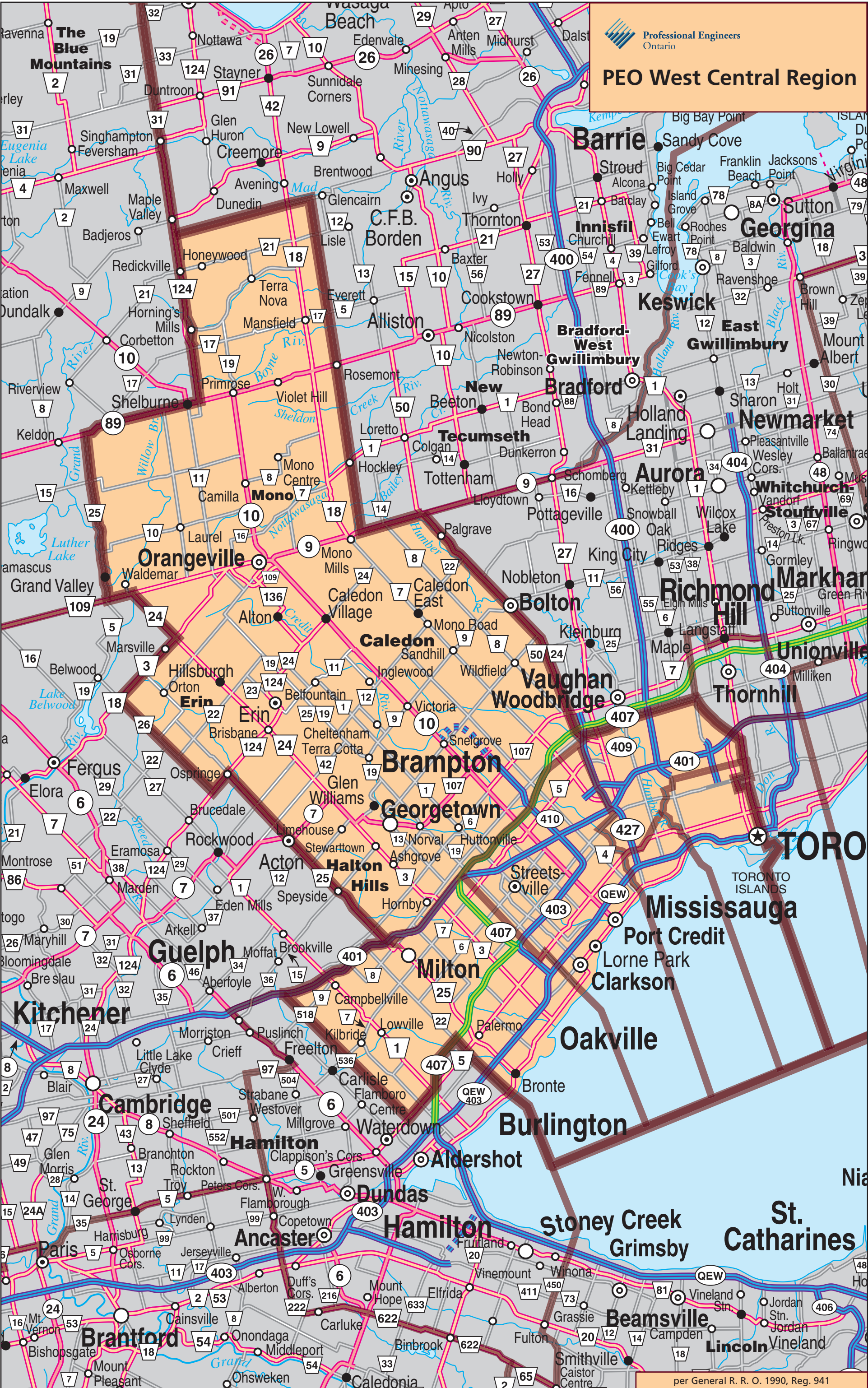


Professional Engineers
Ontario

PEO Northern Region



PEO West Central Region



PEO Western Region





Professional Engineers
Ontario

COUNCILLOR

Code of Conduct

SEPTEMBER 27, 2024



Professional Engineers Ontario - Councillor Code of Conduct

Purpose

1. This Code of Conduct (“**Code**”) sets out:
 - (a) The duties and standards of conduct for members of the Council (“**Councillors**”); and
 - (b) A process for addressing contraventions of the Code.

Application and Scope

2. The Code applies to:
 - (a) All elected and appointed Councillors.
 - (b) All areas related to Councillor responsibility, including in relation to fiduciary duties, Committee work, representing PEO in the community, and at Chapter events.

Duties of Councillors

3. In exercising their powers and discharging their obligations to the PEO, Councillors shall adhere to their fiduciary duty to:
 - (a) Act honestly and in good faith with a view to the best interests of PEO; and
 - (b) Exercise the care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances.
4. Councillors shall comply with:
 - (a) The *Professional Engineers Act* (the “**Act**”) and regulations made under it;
 - (b) PEO’s by-laws;
 - (c) This Code; and
 - (d) All policies and procedures applicable to Councillors.
5. In addition to the confidentiality provisions of section 38 of the Act, Councillors shall maintain the confidentiality of any confidential information obtained in the course of their work with PEO, during service and after their service is over.
6. Councillors shall engage with one another and with staff and volunteers in a manner that is civil, courteous, professional, and respectful, including during debate and discussion at Council and Committee meetings.
7. Without restricting the opportunity for Councillors to openly discuss any matter, Councillors shall:

- (a) Uphold and speak respectfully of the decisions of PEO's Council and Committees; and
 - (b) Exercise care when making statements to the public, including to PEO members, to ensure that no personal statements, opinions, or beliefs are attributed to PEO.
8. Councillors shall not contravene any federal, provincial, or territorial law relevant to their suitability to serve on Council.
9. Councillors are expected to regularly attend all Council and Committee meetings. Repeated absences without valid reason may be considered a breach of the Code.

Addressing Contraventions of the Code of Conduct

10. Any Councillor or member of the Executive Leadership Team may bring a complaint in writing alleging contravention of this Code. To clarify, this provision does not prevent staff from making complaints under policies such as the Anti-Workplace Violence, Harassment and Discrimination Policy or the Safe Disclosure Policy.
11. Councillors shall be disqualified from addressing or evaluating a complaint at any stage of the complaint process where they are the subject of the complaint, the complainant, or are otherwise placed in a conflict by the complaint.
12. Except as provided for in this section, all complaints shall be brought to the President, who shall receive the complaint in the capacity as "Complaints Intake Councillor". The Complaints Intake Councillor will notify the CEO/Registrar or their designate of any complaint received.
- (a) If the President is disqualified from serving as Complaints Intake Councillor, the complaint will be brought to the Past President.
 - (b) If the President and Past President are disqualified from serving as Complaints Intake Councillor, the complaint will be brought to the President-Elect.
 - (c) If the President, Past President, and President-Elect are disqualified from serving as Complaints Intake Councillor, those Governance Committee Chairs who are not conflicted by the complaint will select a Councillor to serve as the Complaints Intake Councillor.
13. If the complaint concerns a matter covered by the Anti-Workplace Violence, Harassment & Discrimination Policy (or any other policy that sets out a separate investigation process), the Complaints Intake Councillor shall proceed with the complaint in accordance with the procedure set out in the applicable policy. In the case of all other complaints, the Complaints Intake Councillor, in consultation with the CEO/Registrar or their designate, shall review the complaint and determine whether the complaint should proceed to an investigation. The Complaints Intake Councillor and CEO/Registrar or their designate may rely on external advice as needed.
14. If the Complaints Intake Councillor, in consultation with the CEO/Registrar or their designate, determines that the complaint does not raise a Code of Conduct issue or is otherwise frivolous or vexatious, the Complaints Intake Councillor may decide that the complaint will not proceed to an investigation and that no further steps will be taken.

15. Where the Complaints Intake Councillor decides not to proceed with a complaint, they will:
 - (a) Inform the complainant of the decision not to proceed, the reason why, and that the decision is final and not subject to appeal; and
 - (b) Inform Council, at a meeting with the public excluded, of the fact that a complaint was received and the decision not to proceed. The Complaints Intake Councillor shall not inform Council of the nature of the allegations, the identity of the Councillor, subject of the complaint, or the identity of the complainant.
16. Where the Complaint Intake Councillor determines that a complaint should proceed to an investigation, Council, at the request of the Complaint Intake Councillor, will strike a panel of not less than three non-conflicted Councillors (the "**Panel**") to consider the complaint. An independent external investigator shall be engaged to conduct an investigation as outlined below. The Panel may also be supported by external legal counsel in discharging its responsibilities.
17. The Panel shall ensure that any investigation conducted at its direction or on its behalf accords with the principles of natural justice and procedural fairness, including as follows:
 - (a) All Councillors shall be treated fairly and with respect;
 - (b) The subject Councillor shall be given proper notice;
 - (c) The subject Councillor shall be given the opportunity to respond; and
 - (d) The investigation shall be undertaken with all due haste without impairing the procedural rights of the Councillor who is the subject of the investigation.
18. The Panel shall retain the discretion to direct that any investigations be conducted in accordance with the principles of natural justice and procedural fairness, and any deviation from the provisions of this Code for that purpose shall not invalidate the investigation or otherwise affect its jurisdiction.
19. If the Panel determines that the complaint may be appropriately resolved by informal means, the Panel may engage in an informal resolution process following receipt and consideration of the investigator's report. If informal resolution is deemed inappropriate or cannot be achieved in a reasonable amount of time, the Panel will determine whether there has been a breach of this Code. This provision does not preclude the interested parties from voluntarily engaging in informal resolution at a different stage of the complaint process.
20. If, following its receipt and consideration of the report of investigation, the Panel determines that there has been a breach of this Code, it may recommend to Council one or more of the following outcomes:
 - (a) No further action;
 - (b) Censure of the Councillor verbally or in writing;
 - (c) Suspension or removal of the Councillor from any Committee on which they serve;

- (d) Suspension or removal of the Councillor as a Chair of any Committee on which they serve;
 - (e) Suspension for a period of time of any of the Councillor's rights and privileges, including but not limited to:
 - (i) Exclusion of the Councillor from all or part of the meetings of Council or any Committee;
 - (ii) Restricting access to confidential information by the Councillor;
 - (f) Requiring that the Councillor undergo coaching and/or further training or development at their own expense before any restrictions are lifted;
 - (g) In circumstances where the Panel forms the view that the Councillor has engaged in repeated serious breaches and/or a single very serious breach of the Code, it may recommend the removal of the Councillor from office; or
 - (h) Any other sanction or outcome appropriate to the circumstance.
21. Where the substance of the complaint has already been investigated pursuant to another policy (for example, the Anti-Workplace Violence, Harassment & Discrimination Policy), the Panel shall not conduct a second investigation but will consider recommending to Council one or more of the outcomes listed above, at section 20, based on the completed investigation.
 22. The Panel shall prepare a written report setting out its determination, based on the results of the investigation, and a recommended outcome, together with reasons for why the outcome was recommended. A copy of the Panel's report will be provided to the other Councillors and to the Councillor that is the subject of the complaint. A summary report will be provided to the complainant.
 23. The Council will notify the Councillor who is the subject of the complaint of the date on which the Council will consider the Panel's recommendation and provide the Councillor with an opportunity to make submissions to Council either orally or in writing.
 24. The subject Councillor shall not participate in any vote or decision of Council in respect of the matter.
 25. Council shall consider the Panel's recommendation and any submissions of the subject Councillor and shall make a decision with respect to the outcome, as follows:
 - (a) By resolution approved by no fewer than 2/3 of Councillors present and eligible to vote on the resolution, Council may impose a sanction or outcome other than the removal of the subject Councillor;
 - (b) By resolution approved by no fewer than 3/4 of Councillors present and eligible to vote, and where the Panel has recommended the removal of the subject Councillor from office, Council may:
 - (i) Remove an elected Councillor before the expiry of their term of office; or

- (ii) Request that the Lieutenant Governor in Council remove an appointed Councillor before the expiry of their term of office;
 - (c) Absent a resolution approved by no fewer than 2/3 of Councillors present and eligible to vote, no further action shall be taken.
- 26. Council shall fill any Councillor vacancy caused by removal under this Code pursuant to the Act, regulations, and by-laws.
- 27. The Lieutenant Governor in Council may appoint any qualified individual as a Councillor to fill any appointed Councillor vacancy.
- 28. The Councillor in question will be notified of the decision of Council.
- 29. By direction to the CEO/Registrar or their designate, Council shall determine in what manner the complainant will be informed of the decision of Council.
- 30. Council, in consultation with the CEO/Registrar or their designate, may report publicly on the complaint and outcome once it has been decided but shall maintain confidentiality regarding the individuals involved in the investigation, with the exception of the subject Councillor.

Approved By: Council

Approval Date: September 27, 2024

Effective Date: September 27, 2024

Review Date: 2026

Appendix C
Roles and Responsibilities
(Excerpt from Governance Manual – Part 3)

3.1 Council

The framework for PEO's governance and Council structure, and for the roles and responsibilities of Council, is provided by the Act, the Regulation and PEO's by-laws and policies.

3.1.1 Principles

Council will:

- Strive to focus on the governance of PEO – the system of direction and control – and to delegate day-to-day operations to the CEO/Registrar. The work of both Council and the CEO/Registrar (and delegated staff) is supported by committees and various forms of consultation as required and appropriate. Council's role is to engage actively at a strategic level rather than an operational, tactical detail level. In this sense, "strategic" means providing input for and approval of a strategic plan, enterprise risk management, policy development, financial oversight and the approval of operating plans tied to PEO's strategy.
- Abide by the Councillor Submissions Protocol, which is set out below at section 6.2 of this Manual.
- Agree on a "no surprises" protocol with the CEO/Registrar (in both directions).
- Apply rules of order in a less formal way during meetings, including:
 - Make decisions by consensus wherever possible.
 - Engage in substantial pre-motion dialogue on agenda items that would benefit from this, i.e., when a consensus direction forward has not yet been crystalized.
 - Reduce unnecessary interventions using rules of order to the minimum necessary to maintain order, i.e., individual Councillors not to use rules of order to prolong a dissenting view after they have been given a fair hearing.
- Be transparent in its governance:
 - To the extent practical, feasible and legal, PEO's stakeholders and licence holders should be able to see how PEO is governed and be able to make informed decisions about how the organization is governed and managed for the benefit of its stakeholders.
 - Hold meetings in public, except when discussions are of a confidential and/or legal nature, then meetings are held *in camera*. Discussions held during *in camera* meetings are maintained in confidence.
 - Act transparently except in circumstances where privacy must be ensured, e.g., the sharing of private information about staff, licence holders or others, and confidential issues related to PEO's affairs. Council will adhere to PEO's Privacy Policy.
 - Speak with one voice, with the Chair (or their delegate) speaking for Council. Councillors opposed to a decision will accept and support Council's decision.

3.1.2 Mandate

Council oversees the conduct of the business and affairs of PEO, supervises its CEO/Registrar, and does what is necessary to ensure that all major issues within the scope of PEO's statutory mandate are given appropriate consideration.

As a creature of statute, PEO through Council has accountabilities to the Government of Ontario (the Attorney General as Minister responsible for the Act), and to the public. As engineering is a self-regulated profession, PEO also has certain accountabilities to licence holders, to ensure that they are regulated and governed fairly, effectively and transparently in the public interest.

Council has the ultimate responsibility for ensuring that PEO carries out its statutory mandate and duties (its "principal object" and "additional objects", per the Act), which are described above in section 2.1.2 of this Manual.

As a board of directors, Council is accountable for PEO's ethical integrity, legal compliance, financial controls, establishment of reporting metrics and reporting of results.

3.1.3 Powers and Duties of Council and Councillors

The powers and duties of Council and Councillors are outlined in the Act, the Regulation and By-Law No. 1.

Every Councillor, in exercising their powers and discharging their duties, will:

- Act honestly and in good faith in furtherance of PEO's objectives in order that the public interest may be served and protected;
- Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances; and
- Comply with the Act, regulations, by-laws and any policies adopted by Council.

These duties are consistent with each Councillor's status as a fiduciary of PEO. The fiduciary duty is a legal concept that requires Councillors to conduct themselves with an undivided duty of loyalty, good faith and diligence to act on behalf of PEO and its public interest mandate. The fiduciary duty includes duties to adhere to confidentiality and privacy obligations, and to avoid acting in a conflict of interest.

By-Law No. 1 further requires that every Councillor must:

- Endeavour to take part in the work of PEO's committees, and actively serve during their terms of office on any committees to which they have been appointed;
- Endeavour to take part in chapter affairs, including appearance before chapters during their terms of office as a panelist, speaker or representative of Council;
- Endeavour to be present at and participate in PEO's AGM;
- Perform such duties on behalf of officers of PEO as may be requested, including attendance at local functions as representatives of PEO;

- Serve on the committees which Council may appoint under the provisions of the Act with respect to hearings on membership and disciplinary matters;
- Ensure that confidential matters coming to their attention as members of Council are not disclosed by them except as required for the performance of their duties or as may be directed by Council or by the President;
- Disclose any interest they may have, other than as members of Council, in any matter coming before Council and shall not be counted in the quorum in respect of such matter; and
- Familiarize themselves with the Act, the regulations, the by-laws and Code of Ethics and with such other records and documents as may be necessary as background knowledge for the purpose of performance of the duties of their office.

Council may delegate activities and accountability for designated items in this Manual to governance committees through their terms of reference.

Councillors will only serve on governance committees, or on other committees where required by the Act.

3.1.4 Composition

The composition of Council is prescribed by the Act and by the Regulation made under it.

Fifteen Council members are professional engineers who are elected by PEO's licence holders. Of these fifteen, one is elected annually as the President-elect (who assumes the position of President the year following their election), and one is elected annually as the Vice President.

The remaining thirteen elected Councillors are elected for two-year terms. Three of these Councillors are elected as Councillors-at-Large by PEO's licence holders, and two members from each of the five regions in the province are elected as regional Councillors by the licence holders in their regions.

In addition to the elected Councillors, up to twelve Councillors are appointed by the provincial government. The Act requires that some these appointed members must be PEO licence holders (professional engineers), and that some must not be.

Appointed and elected Councillors are equal members of Council and have the same duties and responsibilities.

Consistent with PEO's commitments under its Anti-racism and Equity Code ("ARE Code") that was approved by Council in April 2022, PEO and Council will strive to promote and achieve equity, and foster inclusivity, across all leadership activities and processes, including Council election processes, committee selection processes and other opportunities. Council also seeks to attract Councillors from across the broad range of professional engineering disciplines.

3.1.5 Authority

Council has the authority to:

- Discharge its responsibilities directly or through the CEO/Registrar, who in turn directs the staff;
- Regularly review PEO's objectives so that, within the statutory framework, they remain responsive to the changing environment in which PEO operates;
- Retain, at PEO's expense, special human resources, legal or other consultants or experts it deems necessary in the performance of its duties; and
- Protect and enhance the assets of PEO in the interest of all stakeholders.

3.1.6 Responsibilities

Beyond its broad regulatory and governance (direction and control) mandate, Council has these specific responsibilities:

- Adopting a strategic planning process and approving a multi-year plan;
- Reviewing and approving annual objectives, performance targets and risk tolerances;
- Appointing, monitoring and evaluating a CEO/Registrar (and Deputy Registrars as needed);
- To the extent feasible, satisfying itself as to the integrity of the CEO/Registrar, and that they create a culture of integrity throughout the organization;
- Ensuring that there is adequate succession planning for the post of CEO/Registrar;
- Adopting a communication policy for PEO;
- Maintaining reasonable assurance as to the effectiveness of PEO's internal control and management information systems;
- Promulgating and reinforcing a best practice approach to governance, including a set of governance principles and guidelines that are specifically applicable to PEO;
- Establishing and populating committees as needed by way of PEO's by-laws and/or mandated in the Act, and approving terms of reference and annual work plans for and monitoring the performance of any such committees;
- Reviewing, approving and monitoring compliance with high-level regulatory and governance policies;
- Maintaining reasonable assurance in the financial performance of PEO, and in its financial reporting;
- Reporting annually to the licence holders and the Minister on its stewardship of the preceding year; and
- Making appointments to committees and external bodies.

3.1.7 Governance Process and Meetings

Council will:

- Meet regularly, not less than four times per year, and at such other times as may be requested by the Chair;
- Conduct meetings in an orderly manner as determined by PEO's accepted rules of order (in accordance with By-Law No. 1 and as superseded or supplemented by any Special Rules of Order approved by Council);
- Invite the Chair to set the agenda and propose an annual workplan for Council's approval. Ordinarily the Chair will set the agenda in consultation with the CEO/Registrar;
- Communicate its expectations to the CEO/Registrar with respect to the nature, timing and extent of Council's information needs and provide responsible feedback on whatever information is provided to support Council's decision-making. Council expects that written materials will be received from management (via the Secretariat) not later than one week in advance of meeting dates (deadline dates will be published well ahead of meetings);
- Deliver, by email or electronic meeting invitation, a notice of meeting, including the meeting format, location and time, not less than two weeks prior to the meeting;
- Conduct effective meetings, whether in person, by videoconference, by teleconference or by some combination of these;
- Agree to and ensure the appropriate use of *in camera* and executive sessions at Council meetings. Establish and adhere to an *In Camera Sessions Protocol*;
- With the support of the Secretariat, prepare and circulate draft minutes for all meetings to document Council's discharge of its responsibilities, subject to formal approval;
- Commit to ensuring that anyone serving on Council or a PEO committee receives appropriate orientation, education and training to enable them to fulfill their mandates effectively;
- Develop and approve an annual budget for the work of Council; and
- Evaluate its own performance periodically and develop criteria for such evaluations, and act on the evaluation results accordingly.

3.1.8 Code of Conduct

Council has established a Code of Conduct which applies to Councillors, in recognition of the high standards that are demanded of their position. The Code of Conduct supports effective performance, accountability and a healthy governance culture.

The Code of Conduct can be accessed by using the following link:

[Code of Conduct](#)

A list of other PEO policies that apply to Councillors can be found below:

[Anti Workplace Violence, Harassment and Discrimination Policy](#)

[Conflict of Interest Policy](#)

[Safe Disclosure \("Whistleblower"\) Policy](#)

[Privacy Policy](#)

[Technology Use and Security Policy](#)

[Expense Reimbursement Policy](#)

[Communications Policy](#)

[Corporate Social Media Policy](#)

3.1.9 Councillors' Liability and Insurance

As directors and officers of PEO, Councillors are responsible for their own actions, the actions of PEO and in some cases the actions of other Councillors. Their fiduciary duties and other legal responsibilities as Councillors carry potential legal consequences both for PEO and for themselves. Councillors should take care to perform their duties in compliance with the law.

The Act provides legal immunity to PEO and its Councillors and other committee members for any acts done in good faith in the performance of their duties or in the exercise of their powers.

Councillors and committee members are insured through PEO's directors and officers liability insurance policy. The policy only covers Councillors' actions as Councillors, and does not extend to any personal matters. This insurance protects the assets of Councillors against errors and omissions. In the event of any third-party legal action against a Councillor, PEO's insurers would defend the action and be responsible for payment of any claims. PEO pays for the costs of this insurance coverage.

3.1.10 Review of Council Powers and Responsibilities

The contents of section 3.1 of this Manual will be reviewed by Council every three years.

3.2 President and Chair

The roles and responsibilities of the President and Chair are established by the Regulation and PEO's by-laws and policies.

3.2.1 Mandate

The President is the elected leader of PEO. The Chair, who is typically also the President (but can be a separate person), leads Council in carrying out its governance and fiduciary responsibilities to fulfill PEO's mandate.

3.2.2 Powers

The authority of the President and Chair rests in the powers given to them by Council, as well as by the Regulation, and is subject to any limits set out in the Act and PEO's by-laws.

3.2.3 Responsibilities

Acting as Chair of Council:

The Chair provides leadership in guiding Council and coordinating its activities to enhance the effectiveness of PEO's governance, oversees Council operations and processes, and acts as liaison between the Council and the CEO/Registrar.

In addition to the Chair fulfilling the duties and responsibilities of a Councillor, the Chair has other specific responsibilities to:

- Ensure orderly deliberation and decision-making at Council meetings, making use of the approved rules of order and ensuring all voices are heard;
- Ensure that Council meeting votes reflect consensus decisions or clearly decided motions;
- Work in conjunction with the CEO/Registrar to ensure the effectiveness and efficiency of Council meetings;
- Determine, review and ensure the completeness of PEO's annual general meeting and Council agendas and minutes, and pre-read information in conjunction with the CEO/Registrar; and ensure that the CEO/Registrar provides Council with sufficient and appropriate information enabling Council to fulfill its responsibilities and to make decisions;
- Ensure that Councillors' submissions and new business items are appropriately triaged and managed (including directing to staff and/or committee for further review and action as per the Councillor Submissions Protocol);
- Attend applicable committee meetings, whether as a member or observer, to facilitate the co-ordination of regulatory and governance work across PEO's governing bodies;
- Ensure that Council meeting discussions are focused on regulatory and governance issues of a strategic nature, in keeping with Council's own prescribed role as a governance board;
- Build Council transparency, unity, solidarity and trust;
- Understand the need for, and utilize, *in camera* meetings appropriately;
- Demonstrate Council's integrity and ethical behaviours including conflict of interest declarations when appropriate;
- Coach Councillors, collectively and individually, to ensure full utilization of individual capabilities and optimum performance of Council;
- Speak on behalf of Council, stating Council's position on issues it has considered or policies that PEO has previously adopted, as per PEO's communication policy;
- In conjunction with the CEO/Registrar, ensure that Councillors are always duly informed on matters of substance which fall within Council's regulatory governance mandate;
- Refer requests from external organizations to the CEO/Registrar for corporate response and inform Councillors of such requests and PEO's response as the President and Chair sees fit;

- Maintain open lines of communication with Councillors between meetings;
- Satisfy, from time to time, such other duties and responsibilities as may be assigned by Council; and
- Lead by example on role modelling PEO's core values, governance principles and policies.

Acting as President of PEO:

In addition to fulfilling the duties and responsibilities of Council Chair, the President has other specific responsibilities to:

- Preside over licence holder meetings, including PEO's AGM, ensuring an orderly consideration of business;
- Represent PEO to the public, licence holders and staff. The President speaks for Council with all levels of government, universities, industry and all external stakeholders, except in other specifically authorized instances. The President will coordinate with the CEO/Registrar on external engagement to ensure a consistent message and to avoid overlaps, in alignment with PEO's communication policy;
- Represent PEO at the annual general meeting of Engineers Canada, as a constituent member; and
- Satisfy any additional duties or responsibilities as delegated by Council from time to time.

3.2.4 Processes and Terms of Office

The President-elect is elected by PEO's licence holders annually. The President-elect serves as a member of Council first, and then serves as President. The President-elect will approve the President's expenses.

The President assumes office effective at Council's first meeting following PEO's AGM.

The President of PEO typically serves as Chair of Council. In situations where the President and Chair are separate people, the powers and responsibilities assigned to each within this Manual apply separately to each person and role.

The President serves for a term of one year. The Chair will also typically serve for one year, coinciding with the President's term of office.

If the Chair is absent from a meeting of Council or is unable to act, the President-elect would act for the President and serve as Chair in their absence.

In the event the office of President becomes vacant, the President-elect will become the President and may be appointed by Council as Chair. If the President-elect is unable to assume office, Council will abide by the process outlined in the Regulation for appointing a new President.

The President and Chair has the right to delegate any of their functions to other Councillors as appropriate, but they are ultimately accountable to Council for the functions delegated.

3.2.5 Review of President and Chair Powers and Responsibilities

The contents of section 3.2 of this Manual will be reviewed by Council every three years.

3.3 CEO/Registrar

The roles and responsibilities of the CEO/Registrar are provided by the Act, the Regulation, and PEO's by-laws and policies.

3.3.1 Mandate

Under the Act, Council is required to appoint a Registrar to perform the work of PEO and to fulfill certain duties specified in the Act, the Regulation and PEO's by-laws. Council has chosen to combine this role with that of a Chief Executive Officer, creating the position of CEO/Registrar.

The CEO/Registrar is responsible for the administration of the Act and the operation and oversight of the administration of PEO as directed by Council and in accordance with the Act and the by-laws. The CEO/Registrar reports to Council and is Council's sole employee.

3.3.2 Duties and Powers

The CEO/Registrar will perform all duties required by and exercise the powers assigned by the Act, the Regulation and PEO's by-laws, as well as those duties and powers delegated by Council.

The CEO/Registrar will:

- Provide leadership to enable PEO to fulfill its regulatory role. This includes:
 - Overseeing all aspects of PEO's operating responsibilities as defined in the Act and the Regulation;
 - Developing Council's strategic direction and formulating a strategic plan for Council's approval;
 - Identifying and informing Council in areas of risk and opportunity for PEO;
 - Implementing policies approved by Council, as well as programs and objectives, to ensure the effective administration of the Act;
 - Delivering regulatory services, programs and change initiatives in accordance with established service delivery standards; and
 - Integrating Right-Touch Regulation and risk-based decision-making throughout all regulatory processes and programs.
- Develop, direct and implement short- and long-range plans for programs and activities. This includes:
 - Supporting ongoing strategic planning activities; and
 - Implementing policies approved by Council related to PEO's operations.
- Develop, implement and administer an organization plan, including delegation of authorities, staffing, operational committees and performance management. This includes:

- Developing effective succession plans for senior management; and
- Selecting and developing an effective management team which supports PEO's vision, mission and values.
- Develop, implement and monitor operating and capital budgets, including systems, policies and processes which maintain the financial integrity and viability of PEO. The CEO/Registrar will:
 - Ensure regular evaluation of all programs and services against agreed financial objectives;
 - Effectively manage PEO's capital and financial assets; and
 - Ensure internal financial controls are maintained and followed throughout PEO.
- Ensure PEO is efficient, responsive, results-oriented and transparent in all of its activities. The CEO/Registrar will:
 - Implement and monitor PEO's operational plans; and
 - Foster a mission-oriented and inclusive culture throughout the organization, based on continuous learning principles where all employees are motivated and rewarded for both individual and team contributions.
- Represent PEO on regulatory and operational matters to the Attorney General.
- Represent PEO to Engineers Canada, other stakeholders, licence holders, public and private sector institutions and liaise with the provincial, federal and municipal governments on regulatory issues. This includes:
 - Representing PEO to external stakeholders on regulatory policy and operational matters and on other matters at the request of the Chair;
 - Being a trusted voice regarding regulation of public safety and the engineering profession; and
 - Establishing and maintaining strong relationships with regulatory and industry peers and key corporate stakeholders.
- Support the work of Council including effective collaboration with the Chair to support PEO's governance process and outcomes. The CEO/Registrar will:
 - Provide Council with regular and timely reports;
 - Assist with the orientation of new Council members; and
 - Consult with the Chair in supporting Council's needs.
- Annually, in conjunction with Council, develop specific areas of focus and objectives related to the role of CEO/Registrar for the upcoming fiscal year.

The CEO/Registrar has the right to attend and speak at all meetings of the Council and its Committees, including *in camera* meetings, save to the limited extent that circumstances require Council to meet *in camera* in the absence of the CEO/Registrar.

The CEO/Registrar has the right to delegate any of their functions to appropriate PEO staff, but they are ultimately accountable to Council for the functions delegated.

3.3.3 Review of CEO/Registrar Powers and Responsibilities

The contents of section 3.3 of this Manual will be reviewed by Council annually, ensuring that it is aligned to the CEO/Registrar's job description and contract of employment as well as used to inform any performance evaluations of the CEO/Registrar.

3.4 Delegation of Authority

3.4.1 Principles

The Act establishes Council as PEO's board of directors and empowers it to manage and administer PEO's affairs. For the sake of effective governance, however, there must be a clear delineation of authority between Council, in its role as a board of directors, and staff, in the person of the CEO/Registrar, who reports directly to Council.

Council will focus on the governance of PEO – using the “direction and control” model – and will delegate day-to-day operations to staff, supported by committees, chapters and other forms of member and stakeholder involvement as necessary and appropriate.

Council embraces the principle of empowerment: that governance and management functions are exercised more effectively and efficiently when they are clearly delineated, with Council being responsible for governance and oversight at a high level, and the CEO/Registrar being responsible for management of PEO's operations. Organizational effectiveness is also enhanced when management decision-making authority is delegated as far into the organization as is consistent with levels of competence and capacity.

3.4.2 Policy

Council intends to finalize a Delegation of Authority Policy that delegates the authority for various PEO operations to the CEO/Registrar. The CEO/Registrar may further delegate those operational authorities to lower management levels, as appropriate. These delegations of authority are subject to limits imposed by legislation or by any by-laws or policies made by Council itself.

When approved, the Delegation of Authority Policy will be attached to this Manual as an appendix.

3.5 Council's Relationship with Management and Staff

Councillors and staff members have separate but complementary roles in carrying out PEO's mandate, and they share duties to serve the public interest. Effective collaboration and communication between Council and PEO management/staff is necessary to achieve good governance. At the same time, it is important for both Councillors and staff members to recognize each other's distinct roles and powers. Both contribute significantly to PEO's success.

Council has directed that Council's and staff's governance culture will be healthy, respectful, inclusive and professional.

As stated in Council's Code of Conduct, Councillors are expected to treat one another and staff members with respect, cooperation and a willingness to deal openly on all matters. The President and Chair and the Registrar/CEO have primary responsibility for ensuring these standards are maintained. Their specific responsibilities, which include the maintenance of this relationship, are outlined above in this Manual. Within PEO, the Secretariat serves as a conduit between the work of Councillors and the work of staff. The Secretariat helps ensure that Council decisions and regulatory outcomes are clearly linked and inform one another on a continuous basis.

All Councillors and staff, however, can support these healthy, respectful relations, through their personal conduct and interactions, as well as through following prescribed channels for communicating requests, directions or advice. Only the CEO/Registrar or their delegates can instruct staff to perform work. Councillors seeking information or support from staff should communicate their issue to the appropriate committee chair. Committee chairs and the President and Chair should communicate issues to the CEO/Registrar and/or the Secretariat, as appropriate in the circumstances.



2026-2027 Calendar of Council and Committee Meetings and Events¹

AFC=Audit & Finance Committee; GNC=Governance & Nominating Committee;
HRCC=Human Resources & Compensation Committee; RPLC=Regulatory Policy & Legislation Committee

Committees & Council	Apr/May 2026	June 2026	Jul/Aug 2026	Sep 2026	Oct 2026	Nov 2026
AFC Meetings		Kick-off: June 3 9:00 am-12:00 pm		Sep 9 9:00 am-12:00 pm		Nov 3 9:00 am-12:00 pm
GNC Meetings		Kick-off: June 2 9:00 am-12:00 pm		Sep 15 1:00-4:00 pm		Nov 4 9:00 am-12:00 pm
HRCC Meetings		Kick-off: June 5 9:00 am-12:00 pm (Hybrid)		Sep 11 9:00 am-12:00 pm		Nov 6 9:00 am-12:00 pm (Hybrid)
RPLC Meetings		Kick-off: June 3 1:00-4:00 pm		Sep 10 9:00 am-12:00 pm		Nov 10 9:00 am-12:00 pm
Regional Councillors Committee (RCC) Meetings			July 13 9:00 am-2:00 pm		Oct 21 9:00 am-2:00 pm	
Council Meetings	Kick-off Apr 25, afternoon (Time TBD) ²	June 19, 8:30 am			Oct 2, 8:30 am	Nov 27, 8:30 am
Other Meetings/Events	Annual General Meeting (AGM) Apr 25 (morning) Council Orientation May 29				Order of Honour Oct 2 (evening) Volunteer Symposium Oct 3	

¹ All meetings are virtual unless otherwise indicated

² Includes Council vote to select RCC Chair



Committees & Council	Dec 2026	Jan 2027	Feb 2027	Mar 2027	Apr 2027	May 2027
AFC Meetings				Mar 12 9:00 am-12:00 pm		
GNC Meetings		Jan 26 9:00 am-12:00 pm		Mar 5 9:00 am-12:00 pm	Apr 15 9:00 am-12:00 pm	
HRCC Meetings		Jan 22 9:00-11:00 am				
RPLC Meetings		Jan 28 9:00 am-12:00 pm		Mar 10 9:00 am-12:00 pm		
RCC Meetings				Mar 8 9:00 am-2:00 pm		
Council Meetings			Feb 12, 8:30 am		Transition/ Close-off Apr 2, 8:30 am	2027-2028 Kick-off May 1 (afternoon) Time TBD
Other Meetings/Events						AGM May 1 (morning) Council Orientation May 21

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2026 Nomination and Voting Procedures for Election to the 2026-2027 Council of the Association of Professional Engineers Ontario (PEO)

The 2026 Voting and Election Publicity Procedures were approved by the Council of PEO on June 20, 2025.

The Election Publicity Procedures form part of these Nomination and Voting Procedures. Candidates and prospective candidates are responsible for familiarizing themselves with these procedures. Failure to follow these rules or procedures could result in a nomination being considered invalid.

Council is required to appoint an independent Chief Elections Officer to “oversee the nomination of Members for election to the Council and the election of and voting for members to the Council” per 11.1 of Regulation 941 made under the *Professional Engineers Act*. The Chief Elections Officer ensures that nominations, the election, and voting are conducted in accordance with the procedures established by Council.

Candidates and prospective candidates¹ are urged to submit nominations and election material well in advance of published deadlines so that any irregularities may be corrected before the established deadlines. Nominees’ names are made available on PEO’s website as received; all other election material is considered confidential until published by PEO.

1. The schedule for the elections to the 2026-2027 Council is as follows:

Date nominations will open	Monday, October 20, 2025
Date nominations will close	10:00 a.m. Monday, November 24, 2025
Period during which the onboarding session with the Chief Elections Officer will be held	Tuesday, November 25, 2025 - Friday, December 5, 2025
Date PEO’s membership roster will be closed for the purposes of members eligible to automatically receive election material ²	Friday, January 16, 2026
Date a list of candidates and voting instructions will be sent to members	No later than Monday, January 26, 2026
Date voting will commence	Monday, January 26, 2026

¹ A “prospective candidate” is someone seeking nomination and a “candidate” is someone whose nomination has been validated.

² Members licensed after this date may call in and request that election information be provided via telephone or, upon prior written consent by the member for use of their email address, via email.

Date voting closes & results delivered to candidates	Monday, February 23, 2026
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All times noted in these procedures are Eastern Time.

2. Candidates' names will be listed in alphabetical sequence by position on the list of candidates sent to members and on PEO's website. However, the order of their names will be randomized when voters sign into the voting site to vote.
3. A person may be nominated for only one position.
4. A nomination, once withdrawn, may not be re-instated.
5. Only nomination acceptance and nomination petition forms completed in all respects, without amendment in any way whatsoever, will be accepted. Please note that the Chief Elections Officer may validate nominations by contacting nominators.
6. Signatures on nomination forms may be hand-signed or electronic.
7. Signatures on nomination petition forms do not serve as confirmation that a member is formally endorsing a candidate or prospective candidate.
8. In the event a candidate or prospective candidate changes their mind on a position and decides to run for a different position after submitting nomination forms, a newly-completed nomination petition form, in addition to a new nomination acceptance form, will be required to be submitted by the deadline for nominations.
9. Nomination papers are to be submitted only by email (elections@peo.on.ca) for tracking purposes. Forms will not be accepted by any other format (e.g. personal delivery, courier, fax). If you have a need for accommodation because of a disability that limits your ability to access electronic communications tools, please contact us via email: elections@peo.on.ca or by telephone: 416-224-1100 or toll-free at 1-800-339-3716 between the hours of 8:30am and 4:30pm.
10. Prospective candidates should allow sufficient time for their emails to go through the system to ensure that the completed papers are, in fact, received by the Chief Elections Officer by 10:00 am on Monday, November 24, 2025. In the event of a dispute as to when the forms were sent vs received, a prospective candidate can provide the Chief Elections Officer with a copy of their email to PEO that would indicate the time the nomination forms were sent from their computer. Material must be received by the deadline unless there are exceptional circumstances which warrant an extension. The Chief Elections Officer should consider on a case-by-case basis whether undue hardship or exceptional circumstances exist and how they should be addressed.

Where the Chief Elections Officer has authority to exercise discretion in administering the election, including with respect to the nomination deadline, that discretion shall be exercised in a fair and reasonable manner, within the parameters of their statutory authority and Council-approved procedures, and with a view to maintaining electoral integrity.

11. A candidate must declare in the Nomination Acceptance Form that they will complete the PEO mandatory compliance training for volunteers if elected. This compliance training is free and online. This training helps ensure PEO compliance with the *Accessibility for Ontarians with*

Disabilities Act and the Workplace Violence and Harassment requirements of the *Occupational Health and Safety Act*. It also minimizes the risk of interruption to Council's work by ensuring those elected for office have completed the requisite training. Those who have already completed PEO's mandatory compliance training for volunteers in previous roles will be considered to have completed the training and will not be required to do them again.

12. A candidate must meet the election eligibility criteria, as set out in Regulation 941, by making the required declarations in the Nomination Acceptance Form.
13. A candidate must have completed an orientation course approved by Council by December 31, 2025. This orientation is free and online. The orientation must be completed by the deadline unless there are exceptional circumstances which warrant an extension. The Chief Elections Officer should consider on a case-by-case basis whether undue hardship or exceptional circumstances exist and how they should be addressed.
14. Council has appointed a Central Election and Search Committee to:
 - encourage members to seek nomination for election to the Council as President-Elect, Vice President or a Councillor-at-Large;
 - assist the Chief Elections Officer as may be required;
 - receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council;
 - conduct an annual review of the elections process and report to the June 20245 Council meeting.
15. Candidates will be advised when a member of the Central Election and Search Committee has declared a conflict of interest should an issue arise that requires the consideration of the committee.
16. Council has appointed a Regional Election and Search Committee for each region to encourage members residing in each region to seek nomination for election to the Council as a Regional Councillor.
17. Council has appointed an independent Chief Elections Officer to oversee the election process and to ensure that nomination, election, and voting are conducted in accordance with the procedures approved by Council.
18. The Chief Elections Officer will be available to answer questions and complaints regarding the procedures for nominating, electing, and voting for members to the Council. Any such complaints or matters that the Chief Elections Officer cannot resolve will be forwarded by the Chief Elections Officer to the Central Election and Search Committee for final resolution. Staff is explicitly prohibited from handling and resolving complaints and questions, other than for administrative purposes (e.g. forwarding a received complaint or question to the Chief Elections Officer).
19. The Chief Elections Officer will offer an optional candidate onboarding session for all candidates after nominations close. The session will outline expectations, necessary documentation, and timelines, and will include an opportunity for candidates to ask questions.
20. The Chief Elections Officer must send reminders to candidates for all key deadlines throughout the election process to ensure they are fully aware of their responsibilities and timelines. These reminders must be sent to candidates seven days and one day before each deadline.

21. Voting will be by electronic means only (internet and telephone). Voting by electronic means will be open at the same time the electronic election packages are sent out.
22. An independent agency has been designated by Council to receive, control, process and report on all cast ballots. This "Official Elections Agent" will be identified to the members with the voting material.
23. If a candidate withdraws their nomination for election to PEO Council prior to the preparation of the voting site, the Chief Elections Officer shall not place the candidate's name on the voting site of the Official Elections Agent or on the list of candidates sent to members and shall communicate to members that the candidate has withdrawn from the election. If the candidate withdraws from the election after the electronic voting site has been prepared, the Chief Elections Officer will instruct the Official Elections Agent to adjust the voting site to reflect the candidate's withdrawal.
24. All voting instructions, a list of candidates and their election publicity material will be sent to members by the Official Elections Agent. All voters will be provided with detailed voting instructions on how to vote electronically. Control numbers or other access control systems will be sent to members by email after the election package has been sent out. The Official Elections Agent will send out an eblast with the control numbers (PINs) every Monday during the election period.
25. If the Official Elections Agent is notified that an elector has not received a complete election information package, the Official Elections Agent shall verify the identity of the elector and may either provide a complete duplicate election information package to the elector, which is to be marked "duplicate," by email or provide the voter's unique control number to the voter and offer assistance via telephone. In order to receive such information via email, the elector must provide prior written consent to the use of their email address for this purpose.
26. The Chief Elections Officer shall respond to any requests for new packages as usual - i.e., if the member advises that they have moved and have not received a package, the member is to be directed to the appropriate section on the PEO website where the member may update their information with Document Management Centre (DMC).
27. As soon as the Chief Elections Officer is notified that the member information has been updated, they will request the Official Elections Agent to issue a replacement package with the same control number.
28. Verification of eligibility, validity or entitlement of all votes received will be required by the Official Elections Agent. Verification by the Official Elections Agent will be by unique control number to be provided to voters with detailed instructions on how to vote by internet and by telephone.
29. Voters need not vote in each category to make the vote valid.
30. PEO will post total votes cast in the election on the PEO website on each Friday of the voting period and will post final vote totals by candidate after voting has closed. No other information related to vote totals will be made available.
31. The Official Elections Agent shall not disclose individual voter preferences.
32. The Official Elections Agent shall keep a running total of the electronic ballot count and shall report the unofficial results to the Chief Elections Officer.

33. The Chief Elections Officer shall proceed with a recount of the ballots for a given candidate category for election to Council (or bylaw confirmation) where the vote total on any candidate category for election to Council between the candidate receiving the highest number of votes cast and the candidate receiving the next highest number of votes cast is 25 votes or less for that candidate category (or where the votes cast between confirming the bylaw and rejecting the bylaw is 25 votes or less).
34. Certification of all data will be done by the Official Elections Agent.
35. On or before the close of nominations on November 24, 2025, the President will appoint three members or Councillors, who are not running in the election, as returning officers to:
 - approve the final count of ballots;
 - make any investigation and inquiry as they consider necessary or desirable for the purpose of ensuring the integrity of the counting of the vote and report the results of the vote to the Registrar not later than three weeks following the date set by the Council for the receipt of the ballots.
36. Returning Officers will receive a per diem of \$250, plus reasonable expenses to exercise the duties outlined above.
37. On the day the election closes, the Returning Officers will meet with the Chief Elections Officer to report the final vote counts to the Registrar, including ballots cast for candidates who may have withdrawn their candidacy after voting opened. The Registrar will advise the candidates and Council of the official results in writing on election day.
38. A request for a recount may be made by a candidate to the Chief Elections Officer within two days of the reporting of the election results to the Council and persons nominated for the election. Where the Chief Elections Officer determines, through a fair and impartial application of their discretion, that there is a reasonable and genuine possibility that the result of an election may be incorrect, or where the accuracy of an election is reasonably called into question, the Chief Elections Officer shall proceed with the recount.
39. Upon the direction of the Council following receipt of the election results, the Official Elections Agent will be instructed to remove the electronic voting sites from its records.
40. In the event a chapter holds an All-Candidates Meeting, the chapter must invite to the meeting all candidates for whom voters in that region are eligible to vote.
41. Candidates for PEO Council may submit expense claims. The travel allowance to enable candidates to travel to chapter events during the period from the close of nominations to the close of voting will be based on the distance between chapters and the number of chapters in each region. Such travel expenses are reimbursed only in accordance with PEO's expense policy.
42. These procedures may only be amended if approved by Council.
43. All questions from, and replies to, candidates are to be addressed to the Chief Elections Officer at elections@peo.on.ca. The Chief Elections Officer must acknowledge receipt of all email correspondence within two (2) business days. A substantive response must be provided as soon as practicable, based on the nature and complexity of the inquiry.

**2026 Election Publicity Procedures
for Election to the 2026-2027 Council of the
Association of Professional Engineers Ontario (PEO)**

Important Dates to Remember

Deadline for receipt of publicity materials for publication in <i>Engineering Dimensions</i> and on the PEO website, including URLs to candidates' own websites	Sunday, December 7, 2025 at 11:59pm
Chief Elections Officer verification of candidate website Material and communication to candidates	Monday, December 8, 2025 – Friday, December 12, 2025
Candidate verified submission information posted on website	Wednesday, January 7, 2026
<i>Engineering Dimensions</i> publication with candidate statements	Thursday, January 8 th , 2026
Deadline for submission of candidate material to eblast to members	<ol style="list-style-type: none"> 1. Wednesday, January 14, 2026 1st eblast 2. Monday, January 26, 2026—2nd eblast 3. Monday, February 9, 2026—3rd eblast
Deadline for Chief Elections Officer to review materials	<ol style="list-style-type: none"> 1. Tuesday, January 20, 2026—1st eblast 2. Friday, January 30, 2026—2nd eblast 3. Friday, February 13, 2026—3rd eblast
Dates of eblasts to members	<ol style="list-style-type: none"> 1. Monday January 26, 2026 2. Thursday, February 5, 2026 3. Thursday, February 19, 2026
Date of posting period	Monday, January 26, 2026, to Monday, February 23, 2026
Dates of voting period	Monday, January 26, 2026, to Monday, February 23, 2026

Note: All times indicated in these procedures are Eastern Time.

1. These Election Publicity Procedures form part of the Nomination and Voting Procedures. Candidates are responsible for familiarizing themselves with these procedures. Failure to follow these rules or procedures could result in a nomination being considered invalid.
2. Names of nominated candidates will be published on PEO's website as soon as their nomination is verified.
3. Names of all nominated candidates will be forwarded to members of Council, chapter chairs and committee chairs and published on PEO's website by Friday, November 28, 2025.
4. Should a candidate wish to withdraw from the election, their name will remain on the website and the word "withdrawn" will appear beside their name on the PEO website.
5. Candidates will have complete control over the content of all their campaign material, subject to the procedures below, as well as to any applicable legal requirements. Candidate campaign material includes material for publication in *Engineering Dimensions*, additional material on PEO's website, and material on their own websites.
6. Candidate material is readily available to the public and should be in keeping with the dignity of the profession at all times. Material may be published with a disclaimer.
7. In order to be published by PEO, candidate material must comply with these procedures and with any applicable legal requirements. Prior to candidate material being published by PEO, the Chief Elections Officer must assess the material to determine whether it is compliant. Where the Chief Elections Officer determines candidate material does not comply, the amendment process set out in section 8 should be followed. Where the Chief Elections Officer is of the opinion that candidate material may present a legal risk to PEO, the Chief Elections Officer should seek legal advice from, or in consultation with, the Chief Legal Officer to assist in determining whether the material should be published. For example, if the Chief Elections Officer is concerned that a post may be libelous or in violation of PEO's human rights obligations, the Chief Elections Officer should consult with the Chief Legal Officer. Depending on the issue, or to avoid any perception of conflict or bias, the Chief Legal Officer may retain external legal counsel on the Chief Election Officer's behalf. The Chief Elections Officer should provide the candidate an opportunity to amend the materials as set out in section 8. Following the advice of legal counsel, the Chief Elections Officer has the authority to reject the campaign material if the candidate does not amend the non-compliant portion. The Chief Elections Officer should provide reasons to the candidate for the rejection of their material.
8. The Chief Elections Officer is responsible for ensuring that all candidate material (whether for *Engineering Dimensions*, PEO's website or eblasts) complies with these procedures and any applicable legal requirements. Where it is deemed the material does not satisfy these procedures or any applicable legal requirements, the Chief Elections Officer will, within three full business days from receipt of the material by the Chief Elections Officer, notify the candidate, who is expected to be available during this period by telephone or email. The candidate will have a further two full business days to amend the material to bring it into compliance and advise the Chief Elections Officer of the amendment. Candidates are responsible for meeting this deadline. Should a candidate fail to re-submit material that is compliant within the two-business-day period, the candidate's material will be published with a notation explaining any necessary

amendments or, following legal advice, the Chief Elections Officer may reject it. Where the Chief Elections Officer rejects material, they should provide reasons for the rejection to the candidate.

9. The Chief Elections Officer will also review candidate materials for non-procedural issues, such as formatting inconsistencies, broken links, typographical errors, or appropriate photo resolution. Candidates will be informed of any such issues and given the opportunity to resolve them before the materials are made public, in accordance with the dates set out in the procedures.
10. The Chief Elections Officer must provide candidates with a final version of their materials, formatted as they will appear publicly, for review prior to publication. At this stage, candidates may request only minor stylistic or grammatical changes. No changes to the content will be accepted.
11. Candidate material may contain personal endorsements provided there is a clear disclaimer indicating that the endorsements are personal and do not reflect or represent the endorsement of PEO Council, a PEO chapter or committee or any organization with which an individual providing an endorsement is affiliated.
12. Candidate material for publication in *Engineering Dimensions* and any additional material they wish to publish on the website must be forwarded to the Chief Elections Officer via email at elections@peo.on.ca no later than 11:59 p.m. on Sunday, December 7, 2025, and **must be in accordance with these procedures and Schedule A attached.**
13. Material must be received by the deadline unless there are exceptional circumstances which warrant an extension. The Chief Elections Officer shall consider on a case-by-case basis whether undue hardship or exceptional circumstances exist and how they should be addressed.
14. Where the Chief Elections Officer has authority to exercise discretion in administering the election, including with respect to election publicity deadlines, that discretion shall be exercised in a fair and reasonable manner, within the parameters of their statutory authority and Council-approved procedures, and with a view to maintaining electoral integrity.
15. Candidates have the option of using one of two templates to present their election material in *Engineering Dimensions*. Both templates are included in Schedule A of these procedures. The size of both templates is the equivalent of one-half page, including border, in *Engineering Dimensions*.

Option 1: Candidates using the blank template will have discretion over the presentation of their material, including but not limited to font style, size and effects. Candidates using the blank template will be permitted to include their portrait within the template.

Option 2: Candidates using the fillable template must provide responses to the questions provided in the allotted space. The presentation of the fillable template is fixed and no modifications will be permitted. Candidates using the fillable template must submit their portrait separately for insertion into the designated location by PEO staff.

16. Candidates shall not use the PEO logo in their election material.
17. Candidates may include links to PEO publications but not a URL link to a third party in their material on PEO's website. Links to PEO publications are not considered to be a third party. For

clarity, besides links to PEO publications, the only URL link that may be included in a candidate's material on PEO's website is a URL link to the candidate's own website. URL links to other websites are not permitted.

18. Fundraising requests are not permitted in a candidate's material.
19. If campaign material is submitted by a candidate without identifying information, PEO staff are authorized to contact the candidate and ask if they wish to resubmit material.
20. Candidate publicity material will be published as a separate insert in the Winter 2026 issue of *Engineering Dimensions* and to PEO's website on January 7, 2026. Links to candidate material on PEO's website will be included in any electronic mailing to eligible voters.
21. Candidate material will be considered confidential by PEO staff and access to it will be restricted to only the staff members required to arrange for publication until published on PEO's website. All candidates' material will be published to PEO's website at the same time. This procedure does not apply to candidates, who may publish their own candidate material prior to its publication by PEO and after.
22. Candidates may submit updates to their material on PEO's website once during the posting period. Any amendments to a candidate's name/designations are to be considered part of the one-time update permitted to their material during the posting period.
23. Candidates may post more comprehensive material on their own websites, which will be linked from PEO's website during the posting period. Candidates may include active links to their social media accounts (Facebook, X, LinkedIn, etc.) in material appearing in *Engineering Dimensions*, published on PEO's election site (i.e. the 1000-word additional information candidates may submit), or included in an eblast of candidate material. Active links to social media accounts other than the candidate's are not permitted.
24. PEO will provide three group email distributions to members of candidate publicity material beyond the material published in *Engineering Dimensions*. Material to be included in an eblast must be submitted to the Chief Elections Officer at elections@peo.on.ca in accordance with Schedule A. In the event of a dispute as to when the material was sent vs received, the material will be accepted only if a candidate can provide the Chief Elections Officer with a copy of their email to PEO sent from their computer indicating a sent time before the deadline.
25. All material for the eblast messages must be submitted in a Word or Word compatible document only and must not be included as part of the message in the transmission email. Candidates should support their submission with a PDF or scan that shows what the final version of the message should look like. Where the email message is received in a font size or style that is different from the specifications, but otherwise meets all the requirements, the Chief Elections Officer may authorize staff to change only the size and font of the material so it conforms to specifications. Unless expressly authorized by the Chief Elections Officer to change font style and size, staff are prohibited from amending material in any way except with the written permission of the candidate.
26. Candidates are responsible for responding to replies or questions generated by their email message.

27. All candidates will be invited to submit an optional video, no longer than five minutes, to be posted on PEO's website. The video must address the candidate's reasons for seeking Council membership and outline their governance experience, as well as any other relevant qualifications, professional experience, and skills applicable to serving on the board of directors. While video submissions are optional, they are strongly encouraged.
28. Candidate materials from previous elections will remain on PEO's database as part of the record of the election.
29. Caution is to be exercised in determining the content of issues of membership publications published during the voting period, including chapter newsletters. Editors are to ensure that no candidate is given additional publicity or opportunities to express viewpoints in issues of membership publications distributed during the voting period from January 26, 2026 until the close of voting on February 23, 2026, beyond their candidate material published in the January/February issue of *Engineering Dimensions*, and on the PEO website. This includes photos (with or without captions), references to, or quotes or commentary by, candidates in articles, letters to the editor and opinion pieces. PEO's communications vehicles should be, and should be seen to be, non-partisan. The above does not prevent a PEO publication from including photos of candidates taken during normal PEO activities (e.g. licensing ceremonies, school activities, GLP events, etc.) provided there is no expression of viewpoints. For greater clarity, no election-specific or election-related articles, including Letters to the Editor and President's Message, are to be included in *Engineering Dimensions* during the voting period. *Engineering Dimensions* or other PEO publications may contain articles on why voting is important.
30. PEO's statutorily-mandated regulatory activities and the reasonable publicity of them must continue during an election. However, PEO's resources (financial, human, communications, technological, etc.) must not be used to favour or prejudice any candidate. This rule does not apply to the use of the election travel allowance by candidates.
31. Chapters may not endorse candidates, or expressly *not* endorse candidates, in print, on their websites or through their list servers, or at their membership meetings or activities during the voting period. Where published material does not comply with these procedures, the Chief Elections Officer will cause the offending material to be removed if agreement cannot be reached with the chapter within the time available.
32. Candidates may attend chapter annual general meetings and network during the informal portion of the meeting. Candidates are permitted to attend chapter functions in their current official capacity but are prohibited from campaigning while operating in their official capacity.
33. The Central Election and Search Committee is authorized to interpret the election procedures and to rule on candidates' questions and concerns relating to them. Any such complaints or matters that the Chief Elections Officer cannot resolve will be forwarded to the Central Election and Search Committee for final resolution.

Schedule A - 2026 Elections Publicity Procedures

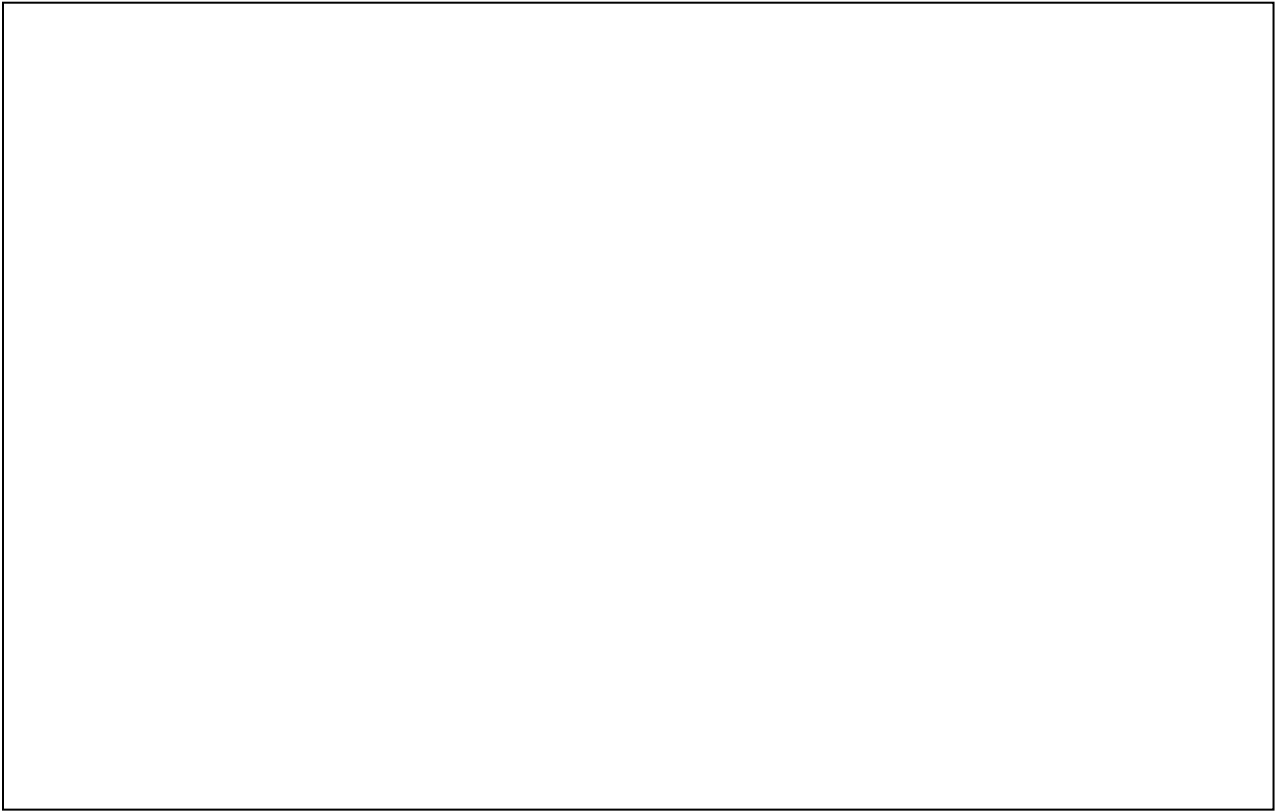
Specifications for Candidate Materials

<p>Format for Candidate statements in <i>Engineering Dimensions</i></p>	<p>All submissions will be published with a border. If submissions are received without a border, one will be added as shown on the templates. If submissions do not fit within the chosen template, they will be mechanically reduced to fit.</p> <p>Option 1: Blank template</p> <p>Candidates using the blank template to present their material for publication in <i>Engineering Dimensions</i> must ensure the content fits in the bordered template provided at the end of these specifications. The template dimensions are 6.531 inches wide and 4.125 inches in height</p> <p>All material for publication must be submitted as a PDF document, with images in place for reference, <i>and</i> in Word format only, showing where images are to be placed. No other formats will be accepted.</p> <p>Portraits must also be submitted as specified in the next section.</p> <p>The publications staff needs both a PDF file and Word file of candidate material so they will know how candidates intend their material to look. If there are no difficulties with the material, the PDF file will be used. The Word file is required in case something isn't correct with the submission (just a bit off on measurement, for example), as it will enable publications staff to fix the problem, if possible. A hard and/or digital copy of a candidate's portrait is required for the same reason and for use on the PEO election website.</p> <p>Option 2: Fillable template</p> <p>Candidates using the fillable template must provide responses to the questions provided in the allotted space. The completed template must be submitted as a PDF document.</p> <p>Portraits must be submitted separately, as specified in the portraits section below, and will be added to the template by PEO staff.</p> <p>The presentation of the fillable template is fixed and no modifications will be permitted.</p>
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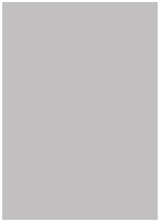
	<p>The profile template will be available on PEO’s elections website, www.peovote.ca</p> <p>A hard and/or digital copy of a candidate’s portrait is also required for use on the PEO Elections website.</p>
<p>Portraits/Photographs</p>	<p>Photographs must be at least 5" x 7" in size if submitted in hard copy form so that they are suitable for scanning ("snapshots" or passport photographs are not suitable).</p> <p>Only pictures taken in the last five years will be accepted.</p> <p>If submitted in digital form, photographs must be JPEG-format files of at least 300 KB but no more than 2MB.</p> <p>Candidates can submit a digital photo at the specifications noted, or hard copy as noted, and preferably both. In case the digital file is corrupted or not saved at a sufficiently high resolution, publications staff can rescan the photo (hard copy) to ensure it prints correctly, as indicated on the PDF.</p>
<p>PEO Website (candidates’ additional information)</p>	<p>Candidates may publish additional information on PEO’s website by submitting a Word or Word-compatible file of no more than 1,000 words, and no more than three non-animated graphics in JPEG or GIF format. Graphics may not contain embedded material.</p> <p>Candidates may post additional material on their own websites. URLs for candidates’ websites must be active by December 8, 2025.</p> <p>Candidates may include links to PEO publications but <i>not</i> a URL link to a third party in their material that is to be posted on PEO’s website. Links to PEO publications are not considered to be to a third party. For clarity, the only URL link that may be included in a candidate’s material on PEO’s website, besides links to PEO publications, is the URL to the candidate’s own website. Candidates may include active links to their social media accounts (Facebook, X (formerly Twitter), LinkedIn, etc.)</p>
<p>Eblast material</p>	<p>Candidates are permitted a maximum of 300 words for email messages. Messages are to be provided in 11 pt. Arial font; graphics are not permitted. For clarity, a “graphic” is an image that is either drawn or captured by a camera.</p>

Help	Candidates should contact the Chief Elections Officer (elections@peo.on.ca) if they have questions about requirements for publicity materials.
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Option 1: Blank template



Option 2: Fillable template

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

I, the undersigned, being a member of Professional Engineers Ontario (PEO), do hereby nominate

_____ as a candidate for the volunteer position of

_____ in the 2026 PEO Council elections.

I attest that:

(i) I have reviewed the roles and responsibilities for the position of

_____ as published on PEO's website;

(ii) Based on my personal knowledge of the candidate, I believe they possess the desired

attributes of a PEO Councillor in the position of _____.

(iii) I understand that I may be contacted by the Chief Elections Officer to validate this nomination.

Name of Nominator _____

(as it appears in PEO's Register)

Nominator's PEO Licence Number _____

Nominator's Home Address _____

Nominator's Region _____

Nominator's Signature _____



NOMINATION ACCEPTANCE FORM

President-Elect

THIS FORM MUST BE COMPLETED AND SUBMITTED BY NOVEMBER 24, 2025, AT 10:00AM

I, _____, **hereby agree** to stand as a candidate for election for the volunteer position of **President-Elect** in the 2026 elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a three-year term: as President-Elect (2026-2027), President (2027-2028), and Past President (2028-2029).

I declare that:

I am a Canadian citizen or have the status of a permanent resident of Canada, and I am currently residing in Ontario.

The information in this nomination acceptance form and all other information I provided to PEO in support of my nomination and election to PEO Council is true and complete to the best of my knowledge.

I have read and understand the Code of Conduct for Councillors and agree to act in accordance with it if elected.

I have completed or will complete the PEO mandatory compliance training if elected.

I have familiarized myself with the roles and responsibilities of the offices of President-Elect, President, and Past President, and that I am adequately prepared to serve in these capacities.

I have completed or plan to complete the orientation course approved by Council by December 31, 2025.

I am a member in good standing with PEO.¹

I have not been found guilty of professional misconduct, incompetence, or incapacity by the Association or by any other regulatory body in Canada.

I am not incapable of managing property or personal care under the *Substitute Decisions Act, 1992* or the *Mental Health Act*, and I am not the subject of a court finding of incapacity in Canada.

¹ According to section 10.2 of Ontario Regulation 941, for the purposes of eligibility for Council, a membership in good standing with PEO means that the Member's licence is not under suspension, nor has it been cancelled or revoked.

I am not an undischarged bankrupt.

I have not been disqualified from sitting on the Council in the past three years.

I am not currently an adverse party in a civil action for damages against PEO.

I am not a director of the Ontario Society of Professional Engineers (OSPE).

I am not the spouse, parent, grandparent, child or grandchild of an employee of PEO.

I have not been convicted of an offence as an adult under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction, excluding offences for which a record suspension has been granted.

I do not have any charges pending against me under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction.

I have not been convicted, in the last 10 years, of an offence under a provincial statute in any jurisdiction that resulted in imprisonment.

By signing my name to this document, I confirm that all declarations stated above are accurate and true to the best of my knowledge. I understand that any false or misleading declaration may result in disqualification. I also acknowledge and agree to adhere fully to the rules and requirements set out in the Nominations and Voting Procedures and Election Publicity Procedures.

Signature: _____ Date: _____

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

NAME AND DESIGNATIONS: _____

PEO LICENCE NO. _____

PREFERRED MAILING ADDRESS: _____

TELEPHONE: BUS: _____ HOME: _____

FAX: BUS: _____ HOME: _____

PUBLIC E-MAIL ADDRESS: _____

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



NOMINATION ACCEPTANCE FORM

Vice President

THIS FORM MUST BE COMPLETED AND SUBMITTED BY NOVEMBER 24, 2025, AT 10:00AM

I, _____, hereby agree to stand as a candidate for election for the volunteer position of **Vice President** in the 2026 elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a one-year term (2026-2027).

I declare that:

I am a Canadian citizen or have the status of a permanent resident of Canada, and I am currently residing in Ontario.

The information in this nomination acceptance form and all other information I provided to PEO in support of my nomination and election to PEO Council is true and complete to the best of my knowledge.

I have read and understand the Code of Conduct for Councillors and agree to act in accordance with it if elected.

I have completed or will complete the PEO mandatory compliance training if elected.

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

I have completed or plan to complete the orientation course approved by Council by December 31, 2025.

I am a member in good standing with PEO.¹

I have not been found guilty of professional misconduct, incompetence, or incapacity by the Association or by any other regulatory body in Canada.

I am not incapable of managing property or personal care under the *Substitute Decisions Act, 1992* or the *Mental Health Act*, and I am not the subject of a court finding of incapacity in Canada.

¹ According to section 10.2 of Ontario Regulation 941, for the purposes of eligibility for Council, a membership in good standing with PEO means that the Member's licence is not under suspension, nor has it been cancelled or revoked.

I am not an undischarged bankrupt.

I have not been disqualified from sitting on the Council in the past three years.

I am not currently an adverse party in a civil action for damages against PEO.

I am not a director of the Ontario Society of Professional Engineers (OSPE).

I am not the spouse, parent, grandparent, child or grandchild of an employee of PEO.

I have not been convicted of an offence as an adult under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction, excluding offences for which a record suspension has been granted.

I do not have any charges pending against me under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction.

I have not been convicted, in the last 10 years, of an offence under a provincial statute in any jurisdiction that resulted in imprisonment.

By signing my name to this document, I confirm that all declarations stated above are accurate and true to the best of my knowledge. I understand that any false or misleading declaration may result in disqualification. I also acknowledge and agree to adhere fully to the rules and requirements set out in the Nominations and Voting Procedures and Election Publicity Procedures.

Signature: _____ Date: _____

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

NAME AND DESIGNATIONS: _____

PEO LICENCE NO. _____

PREFERRED MAILING ADDRESS: _____

TELEPHONE: BUS: _____ HOME: _____

FAX: BUS: _____ HOME: _____

PUBLIC E-MAIL ADDRESS: _____

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



NOMINATION ACCEPTANCE FORM

Councillor-at-Large

THIS FORM MUST BE COMPLETED AND SUBMITTED BY NOVEMBER 24, 2025, AT 10:00AM

I, _____, hereby agree to stand as a candidate for election for the volunteer position of **Councillor-at-Large** in the 2026 elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a two-year term (2026-2028).

I declare that:

I am a Canadian citizen or have the status of a permanent resident of Canada, and I am currently residing in Ontario.

The information in this nomination acceptance form and all other information I provided to PEO in support of my nomination and election to PEO Council is true and complete to the best of my knowledge.

I have read and understand the Code of Conduct for Councillors and agree to act in accordance with it if elected.

I have completed or will complete the PEO mandatory compliance training if elected.

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

I have completed or plan to complete the orientation course approved by Council by December 31, 2025.

I am a member in good standing with PEO.¹

I have not been found guilty of professional misconduct, incompetence, or incapacity by the Association or by any other regulatory body in Canada.

I am not incapable of managing property or personal care under the *Substitute Decisions Act, 1992* or the *Mental Health Act*, and I am not the subject of a court finding of incapacity in Canada.

I am not an undischarged bankrupt.

¹ According to section 10.2 of Ontario Regulation 941, for the purposes of eligibility for Council, a membership in good standing with PEO means that the Member's licence is not under suspension, nor has it been cancelled or revoked.

I have not been disqualified from sitting on the Council in the past three years.

I am not currently an adverse party in a civil action for damages against PEO.

I am not a director of the Ontario Society of Professional Engineers (OSPE).

I am not the spouse, parent, grandparent, child or grandchild of an employee of PEO.

I have not been convicted of an offence as an adult under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction, excluding offences for which a record suspension has been granted.

I do not have any charges pending against me under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction.

I have not been convicted, in the last 10 years, of an offence under a provincial statute in any jurisdiction that resulted in imprisonment.

By signing my name to this document, I confirm that all declarations stated above are accurate and true to the best of my knowledge. I understand that any false or misleading declaration may result in disqualification. I also acknowledge and agree to adhere fully to the rules and requirements set out in the Nominations and Voting Procedures and Election Publicity Procedures.

Signature: _____ Date: _____

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

NAME AND DESIGNATIONS: _____

PEO LICENCE NO. _____

PREFERRED MAILING ADDRESS: _____

TELEPHONE: BUS: _____ HOME: _____

FAX: BUS: _____ HOME: _____

PUBLIC E-MAIL ADDRESS: _____

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



NOMINATION ACCEPTANCE FORM

Regional Councillor

THIS FORM MUST BE COMPLETED AND SUBMITTED BY NOVEMBER 24, 2025, AT 10:00AM

I, _____, hereby agree to stand as a candidate for election for the volunteer position of _____ **Regional Councillor** in the 2026 elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a two-year term (2026-2028).

I declare that:

I am a Canadian citizen or have the status of a permanent resident of Canada, and I am currently residing in Ontario.

The information in this nomination acceptance form and all other information I provided to PEO in support of my nomination and election to PEO Council is true and complete to the best of my knowledge.

I have read and understand the Code of Conduct for Councillors and agree to act in accordance with it if elected.

I have completed or will complete the PEO mandatory compliance training if elected.

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

I have completed or plan to complete the orientation course approved by Council by December 31, 2025.

I am a member in good standing with PEO.¹

I have not been found guilty of professional misconduct, incompetence, or incapacity by the Association or by any other regulatory body in Canada.

I am not incapable of managing property or personal care under the *Substitute Decisions Act, 1992* or the *Mental Health Act*, and I am not the subject of a court finding of incapacity in Canada.

I am not an undischarged bankrupt.

¹ According to section 10.2 of Ontario Regulation 941, for the purposes of eligibility for Council, a membership in good standing with PEO means that the Member's licence is not under suspension, nor has it been cancelled or revoked.

I have not been disqualified from sitting on the Council in the past three years.

I am not currently an adverse party in a civil action for damages against PEO.

I am not a director of the Ontario Society of Professional Engineers (OSPE).

I am not the spouse, parent, grandparent, child or grandchild of an employee of PEO.

I have not been convicted of an offence as an adult under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction, excluding offences for which a record suspension has been granted.

I do not have any charges pending against me under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction.

I have not been convicted, in the last 10 years, of an offence under a provincial statute in any jurisdiction that resulted in imprisonment.

By signing my name to this document, I confirm that all declarations stated above are accurate and true to the best of my knowledge. I understand that any false or misleading declaration may result in disqualification. I also acknowledge and agree to adhere fully to the rules and requirements set out in the Nominations and Voting Procedures and Election Publicity Procedures.

Signature: _____ Date: _____

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

NAME AND DESIGNATIONS: _____

PEO LICENCE NO. _____

PREFERRED MAILING ADDRESS: _____

TELEPHONE: BUS: _____ HOME: _____

FAX: BUS: _____ HOME: _____

PUBLIC E-MAIL ADDRESS: _____

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

PEO POLICY NUMBER: *Policy numbers will be assigned after Policy and Procedures Manual is completed.*

Expense Reimbursement Policy	Approval Date: May 15, 2021
	Approved by: Council
	Review Date: June 2024

POLICY STATEMENT	Professional Engineers Ontario (PEO) will reimburse PEO Councillors, PEO volunteers and PEO staff for all reasonable expenses on travel, accommodation, meal and other miscellaneous expenses incurred while conducting PEO business.
PURPOSE	To set out rules and principles for the reimbursement of expenses incurred while conducting PEO business to ensure fair and reasonable practices and to provide a framework of accountability to guide the effective use of PEO resources in the reimbursement of expenses.
APPLICATION AND SCOPE	<p>This policy sets out the rules for managing travel, accommodation, meals and other miscellaneous expenses for:</p> <ul style="list-style-type: none"> • all current members of PEO Council; • all current members of PEO committees and task forces; • all current members of PEO chapter executives • all PEO staff; <p>The policy includes the following:</p> <ul style="list-style-type: none"> • Appendix A: Travel Expense Reimbursement • Appendix B: Accommodation Expense Reimbursement • Appendix C: Meals Expense Reimbursement • Appendix D: Other/Miscellaneous Expense Reimbursement • Appendix E: Expense Claims Appeals Procedures <p>Payment of expenses is limited to covering out-of-pocket expenses incurred and is subject to the limits outlined in this Expense Reimbursement Policy.</p> <p>Where the Ontario Government pays expenses for LGA Councillors, PEO will reimburse any incremental difference between the actual expense</p>

	<p>incurred subject to the limits in the Policy and the Ontario Government reimbursement rates.</p>
<p>DEFINITIONS</p>	<p>The following definitions apply for the purpose of this Expense Reimbursement Policy:</p> <p>Accommodation Expense - refers to hotel expenses incurred only for approved attendance at PEO meetings or events where overnight stays are necessary.</p> <p>Approver - refers to the person with the authority to approve expense claims submitted under this policy (refer to approval authority section).</p> <p>Authorized External Event - refers to any meeting or event not organized or hosted by PEO and for which prior approval for attendance on PEO's behalf has been provided, including but not limited to Engineers Canada meetings or events or those of Engineers Canada's constituent members; OSPE events, Consulting Engineering Ontario events, PEO approved political provincial fundraisers or other events for which prior approval to attend on PEO's behalf has been given.</p> <p>Chapter Executive - refers to any sitting member of the executive of any of PEO's chapters.</p> <p>Claimant - refers to any person making an expense claim under this policy.</p> <p>Councillor - refers to any elected or appointed current member of PEO Council.</p> <p>Meals - includes restaurant meals required only while travelling to and from or during approved attendance at PEO meetings or events where the meal is not already provided by the event host. Meals also includes take-out meals, or food from either a restaurant or food store that provides prepared foods.</p> <p>PEO Meeting or Event - unless otherwise specified, refers to any event or meeting hosted or organized by PEO, including PEO Council, PEO committees/task forces meetings, PEO hearings or PEO training sessions, conferences or workshops.</p> <p>Council, PEO committees/task forces meetings or PEO training sessions, conferences or workshops.</p>

	<p>Travel – refers to direct travel by car, train, bus or airplane to and from the home or work location of a PEO Councillor, PEO volunteer or PEO staff member for approved attendance at a PEO event or Authorized External Event.</p> <p>Volunteer – refers to any volunteer who is currently a member of Council (i.e. Councillor), a PEO committee, task force or chapter executive who is duly elected or appointed and who is not an employee of PEO.</p>
<p>ALLOWABLE EXPENSES</p>	<p>Expenses for attendance at defined PEO meetings or events, including Authorized External Events, shall be reimbursed as follows:</p> <p><u>Travel</u>: All reasonable expenses for travel shall be reimbursed in accordance with Appendix A.</p> <p><u>Accommodation</u>: All reasonable expenses for accommodation shall be reimbursed in accordance with Appendix B.</p> <p><u>Meals</u>: All reasonable expenses for meals that are not included in the transportation or provided by the event host shall be reimbursed in accordance with Appendix C.</p> <p><u>Other/Miscellaneous</u>: Other reasonable expenses for goods and services related to attendance at meetings or events shall be reimbursed in accordance with Appendix D.</p> <p><u>Expenses for Authorized External Meetings or Events</u>: Authorization for expenses for attendance at authorized external events must be obtained prior to attending the event.</p> <p>The President and the CEO/Registrar or their designated representative may on occasion incur expenses which exceed prescribed spending limits due to the requirements of their positions and their roles as official representatives of PEO.</p>

<p>APPROVAL AUTHORITY</p>	<p>Approvers must provide approval only for expenses that were incurred in the performance of PEO business and only for claims that include all appropriate information and supporting documentation.</p> <p>Approvers will ensure that all charges/expenses are reasonable and within the guidelines of this policy.</p> <p>Approvers cannot approve their own expenses.</p> <p><u>Event approval:</u> Expenses will be reimbursed for attendance at PEO events provided attendance at such events is in accordance with the Attendance at PEO Meetings and Events Policy. Approval of expenses for attendance at Authorized External Events must be obtained from the appropriate approver (see below) <u>prior to attending the event and is subject to budgetary availability.</u></p> <p><u>Staff</u> expense reports must be submitted to the concerned PEO manager or designate for approval.</p> <p><u>Volunteer/Councillor and President's</u> expense report/s must be submitted to the concerned staff or committee advisor for approval. Committee advisors will assist volunteers to complete the expense report when necessary.</p> <p><u>The CEO/Registrar's</u> expenses are to be approved by the Director, Finance with a post-summary provided to the Audit and Finance Committee on a periodic basis (at least annually).</p>
<p>SUBMISSION OF EXPENSES</p>	<p><u>Supporting documentation:</u></p> <ul style="list-style-type: none"> • All appropriate approvals must be obtained before incurring expenses; if no prior approval was obtained, a written explanation indicating why approval was not obtained prior to incurring the expense must be submitted with the claim; • All original, itemized receipts must be submitted with all claims (credit card statements are not sufficient). When submitting an expense claim electronically, an electronic copy of receipts in Portable Document Format (PDF) is acceptable. It is recommended that original receipts be kept until reimbursement is received. • If there is no itemized receipt accompanying an expense claim, or the itemized receipt does not include items such as tips and gratuities, a written explanation itemizing the expense along with the reason for the missing receipt/s must be submitted.

	<p><u>Submission Process:</u></p> <ul style="list-style-type: none"> All expense claims by staff and volunteers must be submitted using the web-based online travel and expense solution (i.e. Certify or any such program in use). <p><u>Limitation Period:</u></p> <ul style="list-style-type: none"> Expense claims shall be submitted within two (2) months of incurring the expense. All expenses incurred after October 15 must be submitted no later than January 15th of the following year to meet year-end deadlines. <p>An approver is not authorized to process claims for expenses submitted more than two (2) months after the expense was incurred; or, that are submitted after the 15th of January for any expense incurred in the previous year.</p>
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NON-REIMBURSABLE EXPENSES	<p>Non-reimbursable expenses include but are not limited to:</p> <ul style="list-style-type: none"> Clothing and formal wear Personal mobile telephone plans Air travel insurance coverage (except for AGM) Entertainment expenses Hotel room mini-bar Spa charges Laundry services except as outlined in Appendix D. In-room movies or games Personal items (e.g. toothbrush, cosmetics, medication, mouthwash, etc.) Personal provisions (e.g. stationery) Alcohol Parking or traffic infractions Pet care Professional Services fees
EXCEPTIONS AND APPEAL PROCEDURES	<ul style="list-style-type: none"> See Appendix E <p>Claims for expenses that are submitted after the set deadlines or are exceptions to, or are outside of this policy, are to be submitted for review and final decision in accordance with Appendix E. Decisions resulting from the appeals process are final</p>

RELATED PEO POLICIES	The Expense Reimbursement Policy is a component of PEO’s Internal Control Policies and Procedures.
RESPONSIBILITY	The PEO Finance Department has responsibility for the administration, implementation and communication of all Internal Control Policies including the Expense Reimbursement Policy. All PEO Volunteers and PEO staff should be aware of and comply with the policy.

Appendix A: Travel Expense Reimbursement

Travel arrangements shall be made well ahead of time, using the most cost-effective mode of transportation.

Air travel

Air travel is permitted if it is the most practical and economical way to travel. Economy (coach) class is the standard option for airline ticket purchase. Travelers are encouraged to book 7- to 14- days in advance to minimize costs. Should an event be rescheduled or cancelled, ticket change or cancellation fees will be covered.

Travel by other than economy class must have the prior approval of the CEO/Registrar, or their designate, and may be considered only for flights of a duration of more than six consecutive hours.

Train or Bus travel

Travel by train or bus is permitted when it is the most practical and economic way to travel. Business class tickets for train travel is permitted.

Automobile travel

PEO will reimburse expenses incurred through the use of a personal vehicle only by paying the kilometric rate (see below) in effect at the time of the travel.

When road transportation is the most practical, economical way to travel, the order of preference is:

1. Personal vehicle

- It is the responsibility of the owner/user of the personal vehicle to carry relevant vehicular insurance and to comply with prevailing vehicle related laws.
- PEO will not reimburse any personal vehicle maintenance or repair costs.
- Gas usage for personal vehicles shall not be reimbursed.

2. Rental vehicle:

- A rental vehicle may be justified to travel to and from a PEO event only, and where it is more economical than other travel options.
- Use of mid-sized models or smaller is encouraged.
- Luxury and sports vehicles are prohibited unless available for the same price as normal vehicles

Any exceptions to the above should be documented prior to the rental if possible; and guided by the principle that the rental vehicle chosen is the most economical and practical size, taking into account the business purpose, number of occupants and safety (including weather) conditions.

- Rental cars must be refueled before returning the car to the rental company. PEO will reimburse such refueling charges.
- Penalties or extra charges incurred for returning an unrefueled car shall not be reimbursed.
- All PEO volunteers and staff are covered for bodily injury under PEO's travel accident insurance. The purchase of motor vehicle liability insurance for rental vehicles will be reimbursed.

Vehicle Accident reporting

All accidents must be reported immediately to local law enforcement authorities and, in the case of staff, to the immediate supervisor. In addition:

In the case of a rental vehicle, advise the rental car agency and contact the motor vehicle liability insurance provider to initiate the claims process.

Kilometric rate

Kilometric rate will be reimbursed at the maximum rate allowable by the Government of Canada, Department of Finance policy as communicated by the Minister of Finance at the beginning of each year and as published by PEO.

PEO does not pay mileage rates for rental vehicles.

Expense claims must be submitted with distances indicated in kilometers.

PEO may, from time to time, request proof of mileage travelled. Printouts from Google Maps, MapQuest or the like are acceptable as proof of mileage. Mileage above the norm will require explanation in order to be reimbursed. In the absence of an explanation, PEO will not reimburse mileage claims in excess of the norm.

Parking and Tolls

Reimbursement is provided for necessary and reasonable expenditures on parking, as well as tolls for bridges, ferries, and highways, when necessary.

Parking and toll claims will be reimbursed when accompanied by original receipts. Costs for leasing 407 transponders shall not be reimbursed.

There is no reimbursement for traffic or parking violations or related legal fees.

Taxis

Taxi or ride service usage for travel between home and the airport; and between the airport and hotel is permitted.

Taxis may not be used to commute between home and PEO, except under exceptional circumstances; for instance:

- health or safety considerations indicate it is the best, appropriate option; or transport of work-related baggage or parcels is required.

Public Transit

Local public transportation including hotel/airport shuttles should be used whenever possible.

Appendix B: Accommodation Expense Reimbursement

Hotel Accommodation

PEO will reimburse expenses for hotel accommodations only up to the preferred rate at the hotel designated for the meeting or event. Whenever possible room bookings at hotels where PEO has preferred rates is required.

Penalties incurred for non-cancellation of guaranteed hotel reservations are the claimant's responsibility and may be reimbursed only in exceptional circumstances.

Volunteers or staff travelling on PEO business may stay at a family member or friend's place. In such cases, a nominal amount of up to \$75 per day may be claimed for payment to the host of the traveller. The claimant needs to submit a receipt for reimbursement of the amount in question.

Appendix C: Meals Expense Reimbursement

Meals

Only meals that are necessitated by travel schedule will be reimbursed. When more than one meal is claimed for in a day, the maximum can be allocated between all reimbursable meals regardless of what is spent on each meal.

For meal expenses that are submitted with original itemized receipts, the following daily maximum limits which include taxes and gratuities apply:

- Breakfast \$25.00 per person
- Lunch \$35.00 per person
- Dinner \$55.00 per person

Expenses exceeding these limits will not be reimbursed.

Alcohol may be served at events hosted by PEO such as Council meetings, AGMs, Council retreat, etc. OR if it is necessary and desirable for a PEO President or CEO/Registrar to host and entertain others in connection with PEO business.

Costs for alcohol as part of a meal for official PEO business by staff and volunteers will be reimbursed only with prior approval of the CEO/Registrar, or their designate.

Reimbursement will not be provided for meals consumed when included in the cost of transportation, accommodation, seminars or conferences.

Meal expenses that are missing itemized receipts may be reimbursed and will be subject to the following daily maximum limits which include taxes and gratuity:

- Breakfast \$10 per person
- Lunch \$15 per person
- Dinner \$20 per person

En-route meals will only be reimbursed as is necessitated by the travel schedule where an individual resides beyond a 100 km radius from the destination/event.

Meals eaten in lieu of event group meals are not eligible for reimbursement. Exceptions may be made for reasonable meal expenses incurred for approved attendance at Authorized External Events.

Appendix D: Other/Miscellaneous Expense Reimbursement

Reasonable incidental expenses for goods and services related to attendance at approved meetings or events on behalf of PEO, and which are required in order to conduct PEO business, shall be reimbursed up to a maximum of \$1,000 per year per person.

Incidentals

Itemized receipts are required for all incidentals while travelling on PEO business.

Exceptions to the requirement for itemized receipts are:

- TTC/Bus fare between hotel and airport, train station, etc.
- One long distance call within Canada of reasonable length per day.
- Reasonable gratuities for porter, hotel room services, and taxis. Keep a record of gratuities paid.

The following incidentals will be covered with itemized receipts in the following circumstances:

- If traveling on business for four consecutive nights or more, reimbursement is allowed within reasonable limits for laundry, dry cleaning, and other hotel services such as pressing, steaming, and shoe polishing.
- Internet connections, hotel business center access charges, computer access charges, facsimile transmissions, word processing or photocopy services required to conduct urgent PEO business that cannot wait.

Child care or care giver expenses

Child care or care giver expenses for volunteers participating on committees shall be reimbursed up to a limit of \$1500 per annum.

Entertainment

In the event that it is necessary and desirable for a PEO President or CEO/Registrar to host and entertain others in connection with PEO business, PEO will reimburse expenses directly incurred, provided all items are appropriately claimed with an accompanying itemized receipt and the expenses are made with reasonable discretion.

In all instances of hosting, it must be clearly indicated on the expenses claim the names and affiliations of the individuals hosted and the purpose of the hosting activity.

Partner Expenses

Where partners have been invited by the PEO President or CEO/Registrar to attend a PEO meeting or event or authorized external event, PEO will pay reasonable travel and other

expenses, in accordance with this policy, for partners of Councillors, volunteers and staff, and invited guests of the President or of the CEO/Registrar.

In-hotel child care services will be reimbursed for events where partners have been invited excluding the AGM events and Chapter Leaders Conference.

PEO will not reimburse travel, meal or accommodation expenses for any additional guests.

Appendix E: Expense Claim Appeals Procedures

- Any staff or volunteer denied a claim for reimbursement for expenses, may email a submission to the CEO/Registrar within 20 days of the notification of denial of the claim, outlining the grounds for appeal. A copy of the denied expense report must be attached.
- The CEO/Registrar will review the expense claim and provide a decision within 5-7 days of receiving the appeal.
- The decision of the CEO/Registrar is final and binding.
- The CEO/Registrar's claims that are denied may be submitted to the Audit and Finance Committee.
- The foregoing shall not prevent a partial payment upon request for items that are in compliance with the policy.

Expense Reimbursement Policy	Approval Date: September 26, 2025
	Approved By: Council (C-572-4.2)
	Effective Date: January 1, 2026

Table of Contents

1	Statement of Principles	2
2	Purpose	2
3	Application and Scope	2
4	Definitions	3
5	Policy Statement	4
6	Allowable Expenses	4
7	Approval Authority	4
8	Submission Of Expenses	5
9	Non-Reimbursable Expenses	6
10	Exceptions And Appeal Procedures.....	6
11	Relevant Policies and Procedures	6
12	Responsibility.....	6
13	Acknowledgement and Agreement	7
14	Appendix A: Travel Expense Reimbursement.....	8
15	Appendix B: Accommodation Expense Reimbursement	12
16	Appendix C: Meals Expense Reimbursement	13
17	Appendix D: Other/Miscellaneous Expense Reimbursement.....	15
18	Appendix E: Other/Miscellaneous Expense Reimbursement	16

1 Statement of Principles

At Professional Engineers Ontario (hereinafter referred to as “PEO”), our policies are guided by a commitment to uphold our core values and principles. We strive to maintain an inclusive work environment that respects all identities, cultures, and abilities. Our policies are developed to support the integrity of our operations, ensure consistency with our mission, and guide our approach to decision-making, thereby promoting a culture of responsibility and continuous improvement across all facets of PEO.

2 Purpose

The purpose of this policy is to set out fair and reasonable rules and principles for the reimbursement of expenses incurred while conducting PEO business. It also provides a framework of accountability to guide the effective use of resources in the reimbursement of expenses.

3 Application and Scope

This policy sets out the rules for managing travel, accommodation, meals, and other miscellaneous expenses for:

- all current members of PEO Council;
- all current members of PEO committees, working groups, and task forces;
- all current volunteers of PEO Chapters;
- all PEO staff.

The policy includes the following:

- Appendix A: Travel expense reimbursement
- Appendix B: Accommodation expense reimbursement
- Appendix C: Meals expense reimbursement
- Appendix D: Other/miscellaneous reimbursement
- Appendix E: Expense claims appeals procedures

Payment of expenses is limited to covering out-of-pocket expenses incurred and is subject to the limits outlined in this Expense Reimbursement Policy.

Where the Ontario Government pays expenses for Lieutenant Governor in Council-appointed Councillors (i.e., those who are not members of the Association), PEO will reimburse any incremental difference between the actual expense incurred subject to the limits in the Policy and the Ontario Government reimbursement rates.

4 Definitions

This section defines key terms used within the policy to ensure that these terms are consistently interpreted by the readers of the policy.

Accommodation Expense - refers to hotel expenses incurred only for approved attendance at PEO meetings or events where overnight stays are necessary.

Approver - refers to the person with the authority to approve expense claims submitted under this policy (refer to approval authority section)

Authorized External Event - refers to any meeting or event not organized or hosted by PEO and for which prior approval for attendance on PEO's behalf has been provided by the CEO/Registrar, including but not limited to Engineers Canada meetings or events or those of Engineers Canada's constituent members; OSPE events, ACEC-Ontario events, or other events for which prior approval to attend on PEO's behalf has been given.

Chapter Executive - refers to any sitting member of the executive of any of PEO's chapters.

Claimant - refers to any person making an expense claim under this policy.

Councillor - refers to any elected or appointed current member of PEO Council.

Meals – refers to restaurant meals required only while travelling to and from or during approved attendance at PEO meetings or events where the meal is not already provided by the event host. Meals includes take-out meals, or food from either a restaurant or a store that provides ready-to-eat foods. Supplies purchased that are not considered ready-to-eat or are considered for ordinary household use are not eligible as meals and are not reimbursable.

PEO Meeting or Event - refers to any event or meeting hosted or organized by PEO, including PEO Council, committees/task forces meetings, hearings or training sessions, conferences or workshops.

Travel – refers to direct travel by car, train, bus or airplane to and from the home or work location of a PEO Councillor, volunteer or staff member for approved attendance at a PEO event or Authorized External Event.

Volunteer – refers to any volunteer who is currently a member of Council (i.e. Councillor), a PEO committee, task force, working group or chapter executive who is duly elected or appointed and who is not an employee of PEO.

5 Policy Statement

PEO will reimburse its Councillors, volunteers and staff for all reasonable expenses on travel, accommodation, meal and other miscellaneous expenses incurred while conducting PEO business.

6 Allowable Expenses

Expenses for attendance at defined PEO meetings or events, including Authorized External Events, shall be reimbursed as follows:

Travel: All reasonable expenses for travel shall be reimbursed in accordance with Appendix A.

Accommodation: All reasonable expenses for accommodation shall be reimbursed in accordance with Appendix B.

Meals: All reasonable expenses for meals that are not embedded in transportation costs or provided by the event host shall be reimbursed in accordance with Appendix C.

Other/Miscellaneous: Other reasonable expenses for goods and services related to attendance at meetings or events shall be reimbursed in accordance with Appendix D.

Expenses for Authorized External Meetings or Events: Authorization for expenses for attendance at authorized external events must be obtained prior to attending the event.

7 Approval Authority

Approvers are permitted to provide approval only for expenses incurred to conduct PEO business and only for claims that include all appropriate information and supporting documentation.

Approvers will ensure that all charges/expenses are reasonable and within the guidelines of this policy.

Approvers cannot approve their own expenses.

Event approval: Expenses will be reimbursed for attendance at PEO events provided attendance at such events is in accordance with the Attendance at PEO Meetings and Events Policy. Approval of expenses for attendance at Authorized External Events must be obtained from the appropriate approver (see below) prior to attending the event. Such approval is subject to the availability of funds budgeted for this purpose.

Staff expense approval: Expenses must be submitted to the concerned PEO manager or

designate for approval.

Volunteers and Councillors: Expenses must be submitted to the concerned staff or committee advisor for approval. Committee advisors will assist volunteers to complete the expense report when necessary.

CEO/Registrar: Expenses are to be approved by the Senior Director, Finance.

A summary of the President's, Council Chair's and CEO/Registrar's expenses is to be provided to the Audit and Finance Committee in-camera at minimum on a semi-annual basis.

8 Submission Of Expenses

Supporting Documentation:

- All appropriate approvals must be obtained before incurring expenses; if no prior approval was obtained, a written explanation indicating why approval was not obtained prior to incurring the expense must be submitted with the claim;
- All original, itemized receipts must be submitted with all claims (credit card statements are not sufficient). When submitting an expense claim electronically, an electronic copy of receipts in Portable Document Format (PDF) is acceptable. It is recommended that original receipts be kept until reimbursement is received.
- If there is no itemized receipt accompanying an expense claim, or the itemized receipt does not include items such as tips and gratuities, a written explanation itemizing the expense along with the reason for the missing receipt/s must be submitted

Submission Process:

- All expense claims must be submitted using the web-based online travel and expense solution Emburse Certify.

Submission Process:

- Expense claims must be submitted within two (2) months of incurring the expense. Claims submitted more than two (2) months after the expense was incurred may only be approved under exceptional circumstances.
- All expenses incurred after October 15 must be submitted no later than January 15th of the following year to meet year-end deadlines. PEO cannot process any expense claims submitted after January 15 for expenses incurred in the previous year.

9 Non-Reimbursable Expenses

Non-reimbursable expenses include but are not limited to:

- Clothing and formal wear
- Personal mobile telephone plans, home telephone plans, or home internet plans
- Air travel insurance coverage
- Entertainment expenses
- Hotel room mini-bar
- Spa charges
- Laundry services except as outlined in Appendix D.
- In-room movies or games
- Personal items (e.g. toothbrush, cosmetics, medication, mouthwash, etc.)
- Personal provisions (e.g. stationery)
- Alcohol or gift cards to purchase alcohol
- Parking or traffic infractions
- Fines and penalties
- Pet care
- Personal professional services
- Prepaid debit/credit cards and other cash equivalents
- Donations to political or religious entities or organizations, etc.
- Other exclusions as listed in this policy and its appendices.

10 Exceptions And Appeal Procedures

See Appendix E. Claims for expenses that are submitted after the set deadlines or are exceptions to, or are outside of this policy, are to be submitted for review and final decision in accordance with Appendix E. Decisions resulting from the appeals process are final.

11 Relevant Policies and Procedures

The Expense Reimbursement Policy is a component of PEO's Internal Control Policies and Procedures.

12 Responsibility

The PEO Finance Department has responsibility for the administration, implementation and communication of all Internal Control Policies including the Expense Reimbursement Policy. All PEO volunteers and PEO staff should be aware of and comply with the policy.

13 Acknowledgement and Agreement

I, (employee name), acknowledge that I have read and understand the **Expense Reimbursement** Policy of Professional Engineers Ontario. I agree to adhere to this policy and will ensure to promote compliance. I understand that if I do not adhere to the principles of this policy, I may face disciplinary action up to and including termination of employment.

Name: _____

Signature: _____

Date: _____

14 Appendix A: Travel Expense Reimbursement

Travel arrangements shall be made well ahead of time, using the most cost-effective mode of transportation.

Air travel

Air travel is permitted if it is the most practical and economical way to travel. Economy (coach) class is the standard option for airline ticket purchase.

Travel by other than economy class must have the prior approval of the CEO/Registrar, or their designate, and may be considered only for flights of a duration of more than four consecutive hours.

Individual lounge passes are reimbursable for flights exceeding 4 hours of flying time, or with prior approval of the CEO/Registrar.

Reasonable luggage fees, such as 1x check-in bag and 1x carry-on bag are reimbursable.

Travellers must book refundable/changeable fares.

Travelers must book as early as possible to secure an economical travel fare.

Any cancellation fees or penalties resulting in no-shows or failure to cancel travel arrangements are the claimant's responsibility and will not be reimbursed, except in cases of emergencies.

Train or Bus travel

Travel by train or bus is permitted when it is the most practical and economic way to travel. Business class tickets for train travel are permitted.

Reasonable luggage fees, such as 1x check-in bag and 1x carry-on bag are reimbursable.

Travellers must book refundable/changeable fares.

Travelers must book as early as possible to secure an economical travel fare.

Any cancellation fees or penalties resulting in no-shows or failure to cancel travel arrangements are the claimant's responsibility and will not be reimbursed, except in cases of emergencies.

Automobile travel

PEO will reimburse expenses incurred using a personal vehicle only by paying the rate per kilometer (“kilometric rate” - see below) in effect at the time of the travel.

When road transportation is the most practical, economical way to travel, the order of preference is:

1. Personal vehicle

- It is the responsibility of the owner/user of the personal vehicle to carry relevant vehicular insurance and to comply with prevailing vehicle-related laws.
- PEO will not reimburse any personal vehicle maintenance or repair costs.
- Gas usage for personal vehicles shall not be reimbursed.

2. Rental vehicle:

- A rental vehicle may be justified to travel to and from a PEO event only, and where it is more economical than other travel options.
- Use of mid-sized models or smaller is encouraged.
- Luxury and sports vehicles are prohibited unless available for the same price as normal vehicles
- Any exceptions to the above should be documented prior to the rental if possible; and guided by the principle that the rental vehicle chosen is the most economical and practical size, taking into account the business purpose, number of occupants and safety (including weather) conditions.
- Rental cars must be refueled before returning the car to the rental company. PEO will reimburse such refueling charges.
- Penalties or extra charges incurred for returning an unrefueled car shall not be reimbursed.
- Travellers must book refundable/changeable rental car arrangements. Cancellation fees or penalties for no-shows or failure to cancel are the claimant’s responsibility and will not be reimbursed, except in cases of emergencies.
- All PEO volunteers and staff are covered for bodily injury under PEO’s travel accident insurance when travelling for PEO-related purposes. The purchase of motor vehicle liability insurance for rental vehicles will be reimbursed.

Vehicle Accident reporting:

- All accidents must be reported immediately to local law enforcement authorities and, in the case of staff, to the immediate supervisor.
- In the case of a rental vehicle, advise the rental car agency and contact the motor vehicle liability insurance provider to initiate the claims process.

Kilometric rate:

- Kilometric rate will be reimbursed at the rates published in the Government of Canada's publication on the applicable year's income tax deduction limits and expense benefit rates, and as subsequently approved and published by PEO.
- PEO does not pay mileage rates for rental vehicles. PEO will only pay mileage rates when the actual method of travel involved a personal vehicle.
- Expense claims must be submitted with distances indicated in kilometers.
- PEO may, from time to time, request proof of kilometers (distance) travelled. Accepted supporting documentation to support proof of distance can include extracts from Google Maps or Apple Maps.
- Excessive distances will require explanation to be reimbursable. Excessive distances without acceptable explanations or excessive distances that result in automobile travel not being the most cost-effective method of transportation will not be reimbursed.

Parking and Tolls

- Reimbursement is provided for necessary and reasonable expenditures on parking, as well as tolls for bridges, ferries, and highways, when necessary.
- Parking and toll claims will be reimbursed when accompanied by original receipts. Costs for leasing Hwy 407 or other paid toll transponders will not be reimbursed.
- There is no reimbursement for traffic or parking violations or related legal fees.

Taxis and Rideshares

- Taxi or rideshare service (eg. Uber/Lyft) usage for travel between home and the airport; and between the airport and hotel is permitted.
- For PEO Staff, taxis or rideshare services may not be used to commute between home and PEO, except under exceptional circumstances; for instance:
 - health or safety considerations indicate it is the best, appropriate option; or
 - transport of work-related assets or inventory; or

- CEO/Registrar pre-approval.

Public Transit

- Local public transportation, including local buses (TTC, YRT, GO, etc), local and commuter trains (TTC, GO, etc), and event or hotel/airport shuttles, should be used whenever possible. Itemized receipts are not required.
- Itemized receipts are required for national trains (Via Rail, Amtrak, etc.)
- Public transit fares are reimbursable when travelling on PEO business in lieu of mileage. Public transit passes (ie. monthly or annual passes) are not reimbursable.

15 Appendix B: Accommodation Expense Reimbursement

Hotel Accommodation

PEO will reimburse expenses for hotel accommodations only up to the preferred rate at the hotel designated for the meeting or event. Where identified by PEO meeting organizers or authorized external event organizations, claimants should book accommodations at hotels with preferred rates or event rates.

Accommodations should be booked using rate classes that allow for fully refundable cancellations or changes.

Any cancellation fees or penalties resulting from no-shows or failure to cancel accommodations arrangements are the claimant's responsibility and will not be reimbursed, except in cases of emergencies.

Reasonable accommodation incidentals, such as long-distance calls within Canada, internet fees, business centre access fees, costs to conduct urgent PEO business such as printing/fax charges will be reimbursed when supported by itemized receipts.

Reasonable laundry/dry cleaning charges are reimbursable with accommodations of 4 or more consecutive nights when supported by itemized receipts.

Reasonable gratuities for hotel porters and hotel room services are reimbursable. Itemized receipts are not required, but a note from the claimant on gratuities paid should be included on documentation submitted alongside accommodation receipts (ie. Hotel invoice).

Other Accommodation

Volunteers or staff travelling on PEO business may stay at a family member or friend's place. In such cases, a nominal amount of up to \$75 per day may be claimed for payment to the host of the traveller.

Supporting documentation for these claims can include a document containing the name of the host, the address, and the dates of stay to facilitate reimbursement to the claimant.

16 Appendix C: Meals Expense Reimbursement

Meals

Only meals that are necessitated by travel schedule will be reimbursed. When more than one meal is claimed for in a day, the maximum can be allocated between all reimbursable meals regardless of what is spent on each meal.

For meal expenses that are submitted with original itemized receipts, the following daily maximum limits which include taxes and gratuities apply:

- Breakfast \$25.00 per person
- Lunch \$35.00 per person
- Dinner \$55.00 per person

Expenses exceeding these limits will not be reimbursed except in exceptional circumstances when expressly pre-approved by the CEO/Registrar.

For meal expenses that include more than one attendee, such as those for events, the names of each attendee must be provided alongside the itemized receipts. For larger events with planned attendance of greater than twenty (20) individuals, a summary of the roles or a general description of the invitees is acceptable in lieu of an attendance listing.

Reimbursement will not be provided for meals consumed when included in the cost of transportation, accommodation, seminars or conferences.

Meal expenses that are missing itemized receipts may be reimbursed and will be subject to the following daily maximum limits which include taxes and gratuity:

- Breakfast \$10.00 per person
- Lunch \$15.00 per person
- Dinner \$20.00 per person

Reimbursement requests for meal expenses missing itemized receipts should reflect actual expenses incurred. Claimants must include the restaurant/store name and a note indicating that the itemized receipt is missing.

En-route meals will only be reimbursed as is necessitated by the travel schedule where an individual resides beyond a 100 km radius from the destination/event.

Meals eaten in lieu of event group meals are not eligible for reimbursement.

Alcohol

Alcohol is not a reimbursable expense. In general, alcohol is not served at events hosted by PEO such as Council meetings, AGMs, Council workshop, etc.

Alcohol as part of a meal is only reimbursable in exceptional circumstances with prior approval of the CEO/Registrar.

CEO/Registrar may provide prior approval of the serving of alcohol at PEO events in exceptional circumstances, such as designated special events, or when appropriate for the purpose of hosting and entertaining others in connection with PEO business.

In any such cases where alcohol is exceptionally approved, a limit of two alcoholic beverages per person applies unless expressly noted during pre-approval, and should be accompanied by food.

17 Appendix D: Other/Miscellaneous Expense Reimbursement

Childcare or care giver expenses

Reasonable childcare or caregiver expenses for volunteers shall be reimbursed up to a limit of \$1,500 per year.

Entertainment

If it is necessary and desirable for a PEO President, Council Chair or CEO/Registrar to host and entertain others in connection with PEO business, PEO will reimburse expenses directly incurred, provided all items are appropriately claimed with an accompanying itemized receipt and the expenses are made with reasonable discretion.

In all instances of hosting, the names and affiliations or titles of all attendees must be included in the expense claim, together with a statement on the purpose of the hosting activity.

Partner Expenses

Where partners have been invited by the PEO President, Council Chair or CEO/Registrar to attend a PEO meeting or event or authorized external event, PEO will pay reasonable travel and other expenses, in accordance with this policy, for partners of Councillors, volunteers and staff, and invited guests of the President, Council Chair or of the CEO/Registrar. Unless partners are expressly invited, their expenses will not be covered.

Reasonable in-hotel childcare services will be reimbursed for events where partners have been invited excluding the AGM events and Chapter Leaders Conference.

PEO will not reimburse travel, meal or accommodation expenses for any additional guests.

18 Appendix E: Expense Claim Appeals Procedures

Any staff or volunteer denied a claim for reimbursement for expenses, may email a submission to the CEO/Registrar within 20 days of the notification of denial of the claim, outlining the grounds for appeal. A copy of the denied expense report must be attached.

The CEO/Registrar will review the expense claim and provide a decision within 5-7 days of receiving the appeal.

The decision of the CEO/Registrar is final and binding.

The CEO/Registrar's, the President's, and the Council Chair's claims that are denied may be adjudicated by the Chair of the Audit and Finance Committee, or a designated representative appointed by the Chair of AFC, whose decision is final and binding.

Appeals shall not prevent a partial payment upon request for items that are in compliance with the policy.

For Regional Councillor Candidates

2026 Maximum Council Election Allowance (regional councillors) = Base travel allowance + Regional travel allowance

Region	Base travel allowance (\$)	Regional travel allowance (\$)			Council Election Allowance (regional councillors) (\$) (calculated)	2026 Maximum Council Election Allowance (regional councillors) (rounded to nearest \$50) (\$)	2025 Allowance
		Average total distance to visit all chapters (km)	2025 PEO Mileage Rate (\$/km)	Regional travel allowance (\$)			
Eastern	\$ 900.00	1245	0.72	\$ 896.40	\$ 1,796.40	\$ 1,800.00	\$1,750.00
East Central	\$ 900.00	388	0.72	\$ 279.36	\$ 1,179.36	\$ 1,200.00	\$1,150.00
Northern	\$ 900.00	4345	0.72	\$ 3,128.40	\$ 4,028.40	\$ 3,000.00	\$3,000.00
Western	\$ 900.00	1406	0.72	\$ 1,012.32	\$ 1,912.32	\$ 1,900.00	\$1,900.00
West Central	\$ 900.00	129	0.72	\$ 92.88	\$ 992.88	\$ 1,000.00	\$1,000.00

* Council Election Allowances are capped at \$2,000. In 2020, RCC voted to increase the cap to \$3,000 specifically for the Northern Region.

For Councillor-at-Large, VP and President Elect Candidates (at large)

2026 Maximum Council Election Allowance (at large) = 25% premium of 2026 Maximum Council Election Allowance (regional councillors)

Region	2026 Maximum Council Election Allowance (regional councillors) (rounded to nearest \$50) (\$)	2026 Maximum Council Election Allowance (at large) (25% premium calculated or x1.25) (\$)	2026 Maximum Council Election Allowance (at large) (25% premium rounded to nearest \$50) (\$)	2025 Allowance
Eastern	\$ 1,800.00	\$ 2,250.00	\$ 2,250.00	\$2,200.00
East Central	\$ 1,200.00	\$ 1,500.00	\$ 1,500.00	\$1,450.00
Northern	\$ 3,000.00	\$ 3,750.00	\$ 3,000.00	\$3,000.00
Western	\$ 1,900.00	\$ 2,375.00	\$ 2,400.00	\$2,350.00
West Central	\$ 1,000.00	\$ 1,250.00	\$ 1,250.00	\$1,250.00



Certify is now Emburse Professional! Help Center images will be updated as branding changes are introduced to the user interface in 2025.



Emburse Professional Help Center

Categories



Forgot Your Password?

If have you forgotten your password, Emburse Professional provides a way to reset your password and regain access to your account. This article shows you how to use the [Forgot your password?](#) feature.

1. On the [Emburse Professional Login](#) page, click **Recover your Password** underneath the area where you would enter your Emburse Professional login credentials..

Account Login

System Status: ● Happy and healthy

Email

Password

LOGIN

[Recover your password](#)

2. On the next page, enter your **Email Address** in the field provided.

Support

Password Assistance

Step 1 of 4 

Help us help you! To reset your password, please enter the email address associated with your Certify account.

Email Address

you@yourcompany.com

CONTINUE

If you can't remember or can't access the email associated with your Certify account, contact your internal system administrator.

3. You'll then be asked where you'd like Emburse Professional to send you a security code. Choose an option and click continue.

Password Assistance

Step 2 of 4 

To verify your account we'll send you a security code.
How would you like to receive the code?

- Email Code To:
- Text Message Code To:

CONTINUE

If you can't remember or can't access the email associated with your Certify account, contact your internal system administrator.

4. Enter the security code you were sent via email or text message in the field provided. Then, click **Continue**.

Password Assistance

Step 3 of 4 

A Security Code has been sent by text message to 16*****035.
Enter the code below to verify account ownership.

Security Code

CONTINUE

If you can't remember or can't access the email associated with your Certify account, contact your internal system administrator.

5. On the next page, enter a new password for your Emburse Professional account in the field provided. Confirm your new password by re-entering it into the **Confirm Password** field provided. Be sure your password contains all of the necessary information, and Emburse Professional will show if your password is strong. Then, click **Continue to Login**.

Password Assistance

Step 4 of 4 

Create a new password:

 **Strongest**

Your password must contain all of the following:

- 6 characters (required)
- 8 characters
- One special character
- One number
- One uppercase character
- One lowercase character

New Password

Confirm Password

Passwords Match!

CONTINUE TO LOGIN

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Memorandum

TO: Chief Elections Officer
Email: elections@peo.on.ca

FROM: _____

SUBJECT: Appointment of Election Material Sign-off Representative

I hereby appoint _____ as my representative to sign off on my election publicity material in my stead.

I acknowledge that, as the candidate in the 2026 Council elections, I bear ultimate responsibility for the content of the material.

Date _____
_____ (signature of candidate)

* * * * *

I, _____, accept the above appointment.

I may be contacted at:

Email: _____

Daytime Phone No: _____

Date: _____
_____ (signature of appointee)