

AGM Submission

GLP FUTURE TASK FORCE MOTION

WHEREAS: Recent changes to the volunteer/MPP oriented Government Liaison Program (GLP) have left the volunteer GLP representatives, who had built up relationships with their MPPs on behalf of PEO, hanging for over two years while the consultant and PEO staff determined how it wanted to proceed.

WHEREAS: PEO Council's decision to stand down the Government Liaison Committee (GLC) at its November 2025 Council meeting has created some (likely) unintended consequences, possibly putting PEO's mandate of serving the public interest at risk.

WHEREAS: The new approach taken by the consultant, Wellington Group, that will focus on cabinet level communications and lobbying as a centralized function, in essence looks like PEO has decided to terminate its legacy volunteer-MPP oriented Government Liaison Program (GLP) in favour of a consultant.

WHEREAS: The GLP operating with oversight from the Government Liaison Committee that had successfully managed the GLP for the past 18 years, delivered effective messages to MPPs when required. To effectively deliver messages, the role of the Reps is to build a relationship with the MPPs, through invitations to Licence Presentation Ceremonies and other networking opportunities.

WHEREAS: The new approach has not solved the problem of message creation. Without clear direction and guidance during the transition to the new consultant, the change has resulted in unnecessary confusion and reduced motivation among those Reps still engaged. The lack of direction, guidance and support is creating a risk.

WHEREAS: Wellington Group has demonstrated only limited engagement with GLP Reps, providing limited guidance while the communication through emails and meetings has increased the confusion.

WHEREAS: PEO has the mandate to serve and protect the public interest. PEO has the mandate to establish, maintain and develop the standard of knowledge and skills, and standards of practice. GLP is a vehicle to deliver the messages that supports this mandate.

MOTION: That Council directs the Registrar to create a task force to review the changes to the GLP and its effectiveness in meeting the mandates of PEO. The task force terms of reference will include a mandate to:

- identify and document any unintended consequences of these changes to the GLP;
- evaluate the benefits of soliciting inputs from professional engineers and certificate holders as part of the GLP; and
- recommend a process to identify issues for consideration in the GLP messaging, triage the issues and prioritize issues to become the message delivered in the GLP.

The **GLP Future - Discussion Paper** delineates the rationale for and history of the legacy GLP. It establishes how GLP maintained and improved PEO's ability to influence government. The desired end remains to ensure that PEO can best serve the interests of the people of Ontario and fulfil its mandate under the Professional Engineers Act.

1. Title of Submission: GLP FUTURE TASK FORCE MOTION

2. Please briefly describe the issue, problem, risk or gap that this submission addresses.

PEO Council's decision to stand down the Government Liaison Committee (GLC) at its November 2025 Council meeting has created some (likely) unintended consequences, possibly putting PEO's mandate of serving the public interest at risk.

3. Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.

To create a task force to review the changes to the GLP and its effectiveness in meeting the mandates of PEO. The task force terms of reference will include a mandate to:

- identify and document any unintended consequences of these changes to the GLP;
- evaluate the benefits of soliciting inputs from professional engineers and certificate holders as part of the GLP; and
- recommend a process to identify issues for consideration in the GLP messaging, triage the issues and prioritize issues to become the message delivered in the GLP.

4. Please cite and briefly summarize any research that supports the proposed action.

A group of PEO members passionate about GLP formed the GLP Future Working Group in October 2025 and met regularly to discuss the unintended consequences of the recent change to the GLP. A consultation session was held in November to receive feedback on the recommendations of the working group. The final recommendations are published in the GLP Future – Discussion Paper (February 2026).

5. As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.

PEO has the mandate to serve and protect the public interest. PEO has the mandate to establish, maintain and develop the standard of knowledge and skills, and standards of practice. GLP is a vehicle to deliver the messages that supports this mandate.

6. Please identify any legal considerations (eg., the need for changes to the statute, regulation, by-laws etc.) that may affect Council's ability to implement the proposed action.

None.

7. Please identify any considerations that are relevant to the timing (or urgency) of the proposed action.

Recent changes to the volunteer/MPP oriented Government Liaison Program (GLP) have left the volunteer GLP representatives, who had built up relationships with their MPPs on behalf of PEO, hanging for over two years while the consultant and PEO staff determined how it wanted to proceed. If the GLP Reps are not actively building relationships with their MPPs, PEO could be at risk to deliver time-sensitive messages.

8. Please provide any other information that you feel will assist members of the AGM and Council in understanding your submission, in particular your proposed action.

None.

9. Please list any attachments to this document.

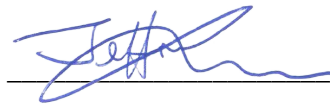
GLP Future Discussion Paper

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Date: April 11, 2026

GLP Future – Discussion Paper

February 26, 2026

Prepared by: GLP Future Working Group (a group of PEO members passionate about GLP) Darla Campbell (Chair), Jim Chisholm, George Comrie, Peter DeVita, Behrooz Abbaszadeh, Ray Barton, Janet Han, Jeffrey Lee, Warren Turnbull, Rob Willson

ASK of PEO Council: To create a working group to provide direction to Council to strengthen PEO's voice as a regulator in its role of protecting the public interest through improvements to the operations of the Government Liaison Program (GLP).

1. PEO's Regulatory Role of Protecting the Public Interest

Here are a few examples where the voice of professional engineers would support the regulatory role of PEO.

Example 1: Voice of the Regulator

There are several examples in the past where the voice of the regulator has been enacted and helped shape future regulation in the province. Two examples are Walkerton and Algoma Mall, where PEO had standing (delegated to practising engineers). Another example where the PEO voice should be heard is on technical advisory stakeholders committees established by the government to help them consult and develop changes to important public safety legislation such as the Fire Code, the Building Code and the Occupational Health and Safety Act.

Example 2: Standards of Practice

Standards of Practice are the responsibility of the PEO (not OSPE). When Council adopts a new Standard of Practice, this information is relevant to protecting the public interest. GLP could play a role to promote a new standard of practice within their local communities, including elected officials.

For example, a practice standard for sustainability and climate change could be based on Engineers Canada's (through the Canadian Engineering Qualifications Board) national guideline for engineers on the principles of climate adaptation and mitigation for engineers.

Example 3: Bring Issues Forward to PEO

As many of the staff at PEO are not engineers, members of the profession would want to help advocate for the profession (demonstrating self-governance). GLP could bring forward issues impacting the practice of engineering in Ontario to the agenda of the **Regulatory Policy and Legislation (RPL) Committee**. A procedure for bringing the issue forward could include a standard form that includes the rationale of why this issue is relevant and the Committee could request further research from staff.

Another option would be to strike a new committee to triage opportunities and prioritize those for action in the GLP.

2. Improve Effectiveness of the GLP

The working group has identified the following four recommendations to improve the effectiveness of the GLP.

Recommendation 1: Create Content (i.e. the message)

One of the missing pieces in the current operations is the absence of content, specific messages that the GLP representatives can share. It is recommended that an advisory body, like a current committee of PEO, be tasked with identifying timely and relevant messages to convey. These messages might be directed to the MPPs (i.e. provincial government), but they could also be directed to the general public, or other bodies (e.g. municipal government, regional government, conservation authorities, federal government, etc.). The source of the content/message can be associated with the “Additional Objects” from the P.Eng. Act, S2 (4) 1-3:

Recommendation 2: Establish Desired Outcome Targets and Regular Reporting

PEO should establish desired outcome targets so the direction of the program and its activities are clearly articulated and in alignment with moving towards the targets. It is recommended that regular reporting be tracked from the GLP activities and aligned with the desired outcome targets. This way the effectiveness of the program can be regularly evaluated and improved when required.

Recommendation 3: Resource the Program

PEO should resource the GLP with staffing support, delivery of training, research of issues, and structural support in addition to the Government Relation Consultants. For example, a task force, working group or committee can be created to provide topic specific content related to the public interest aspect of the engineering practice by utilizing the P.Eng. holders as subject matter experts. A steering committee for the GLP

is required to coordinate the activities, messages and issues to address, as well as outreach to associations with a shared interest.

Recommendation 4: Building Relationships

PEO should prioritize building relationships by establishing a genuine two-way dialogue with elected officials - one that not only communicates PEO's key messages effectively, but also actively listens to the officials' priorities, concerns, and feedback. Through this engagement, the GLP can highlight issues that matter for public safety, engineering regulation, and the engineering profession, while reinforcing PEO's role as a trusted, evidence-based resource for government. By gathering input directly from elected officials, PEO can better understand their policy interests and concerns, identify alignment between their goals and PEO's regulatory objectives, and capture insights that strengthen future outreach and messaging. Most importantly, this reciprocal communication builds rapport and demonstrates that PEO values and respects the perspectives of policymakers.

3. Background

At the PEO Volunteer Symposium on September 27, 2025, the GLP training session hosted by Wellington Advocacy facilitated a discussion about what activities are being undertaken at the chapter level. Wellington Advocacy asked for feedback on the new approach for government liaison activities being centralized to one staff member at PEO (supported by the government relations consultant).

With the long-standing GLP at PEO and the 1:1 relationships that have been forged between chapter GLP reps and the local MPPs, it would be unfortunate to scrap the program now as it would take many years to rebuild the program and the relationships should this model be required.

A group of PEO members passionate about GLP formed a working group to discuss what the GLP Future could look like. The summary report of the working group is open for further input from the chapters, GLP reps, PEO members and members of Council.

Through the consultation hosted by the working group in November 2025, the recommendations were supported, with additional information provided. Together we can co-create the model that best serves the regulatory role of PEO. The input from written comments and the consultation session has informed the final draft of the discussion paper.

PEO Council discussed the Wellington Advocacy report in open session at its meeting on November 28, 2025.

At the meeting of PEO Council 573, Council reaffirmed its support for the Government Liaison Program (GLP) and the work of GLP reps at the local (chapter and constituency) level. Going forward, the program will be more centralized and reformed to ensure greater accountability and effectiveness as a part of PEO's overall government relations strategy. After many years of service, the Government Liaison Committee (GLC) has been stood down with thanks.

Wellington Advocacy hosted a town hall with GLP reps on January 26, 2026 to inform the new structure of the GLP and proposed a supporting mechanism and timeline.

4. GLP Engagement Framework

The GLP was designed to create 1:1 connections with local MPPs as a conduit for communication between the local chapter and its MPPs. There were two parts of the GLP: creating the message to deliver; and delivering the message. The GLP functioned well in delivering the message (the 1:1 connections). Where it fell short was in the creation of the messages (i.e. content creation). Recognizing this, the following section explores what content could be created and how that content could be generated.

A value of the GLP was the on-the-ground quick communications which could be used to deliver messages from PEO to MPPs/government quickly. A few staff persons from PEO would not be able to obtain meetings and meet with 127 MPPs in a short space of time.

There was a comprehensive study done by an outside consultant commissioned by PEO a few years ago. Its purpose was to determine if the GLP was fulfilling its mandate and what it was created to do (these are the 3 purposes of the GLP that are articulated in the GLP Manual). They interviewed many people internally and externally, including MPPs. The conclusion of the report was that the GLP was fulfilling its mandate. The report also provided some recommendations for improvement and these were being worked on.

5. Successful Mobilization of the GLP

There are two distinct roles of the GLP Reps in each chapter, which are to:

- Build a relationship with the MPPs; and
- Deliver a message to the MPPs when required by PEO.

Here are two examples where the GLP Reps were mobilized with successful outcomes.

In the OSPE Bill 15 we were able to mobilize the GLP reps to quickly deliver the message that PEO was in opposition to the Bill and the reasons why. Most MPPs had

been unaware that there was a problem with it and thought that they were supporting Professional Engineers since it was in the title of the Bill. We were able to host a virtual training session and provide speaking points and communications that could be delivered to the MPPs. In a span of three weeks almost every MPP in the province was contacted by their local reps who either met them in-person or were emailed. It was the strength of the local relationships between the GLP rep and the MPP that allowed them to quickly gain meetings and to be heard.

Another example is when OSPE asked for support to pass the bill that was being presented in the legislature the very next week to designate March 1st as Professional Engineers Day. Again we were able to send out an eblast to all the GLP reps who contacted their MPPs and got buy-in. This was done immediately and I received copies of many messages that the GLP reps forwarded to me from their MPPs who knew their reps and responded that they would support it. It was passed unanimously by all three parties. This was actually a sensitive item, since no other professional association had a Day designated for them before. By granting it to Professional Engineers it might cause a flood of other associations to ask that a day be designated for them, so we were worried that the motion might not pass.

6. Advance and Support the Regulatory Role of PEO

The working group looked at what activities are currently not being represented by PEO on the regulatory side. These gaps could be addressed through the engagement of GLP. Here are two examples where future engagement of advocacy of public interest issues could be delivered by the GLP:

- Keep abreast of Bills and legislation having an impact on engineering. This includes analysing and creating an appropriate response. Members of the profession should be kept informed and advised of the impact it has on the practice of engineering.
- Be proactive and be aware of engineering issues that policy makers may be working on to bring forth legislative amendments. An effective GLP would know how Ontario's engineering profession should prepare itself and respond, i.e. Both B.C. and Alberta are making changes to the way engineering is governed. This could catch the interest of The Ontario government.

ATTACHMENT: Frequently Asked Questions (FAQ)

A-1. Is PEO allowed to play an advocacy role?

The principal object of PEO is to:

- regulate the practice of professional engineering and to govern its members, holders of certificates of authorization, holders of temporary licences, holders of provisional licences and holders of limited licences in accordance with this Act, the regulations and the by-laws in order that **the public interest may be served and protected**.

And one of the additional objects is to:

- **promote public awareness** of the role of the Association. (Source: Professional Engineers Act, S2 (4) 4)

When OSPE was created to take on advocacy issues that support individual engineers, or specific sectors of engineering, that doesn't diminish the responsibility of PEO to have a voice in promoting awareness of the role and advocating where the public interest may be served and protected.

The following is an excerpt from GLP Weekly, September 2024, which is in alignment with the Engineers Act.

WHAT ARE THE GOALS OF PEO GOVERNMENT LIAISON PROGRAM?

The goals of PEO's Government Liaison Program (GLP) are:

- To ensure that the government, PEO licence holders and the public continue to recognize its regulatory mandate, in particular its contributions to maintaining the highest level of professionalism among engineers working in the public interest.
- To have the government view PEO as a partner and understand and support PEO's policy direction.

Standards of Practice are the responsibility of the PEO not OSPE.

A-2. How does the current GLP operate (before 2025)?

The following text was sourced from the GLP Chapter Manual 2021.

PEO GOVERNMENT LIAISON PROGRAM CHAPTER MANUAL 2021 - BUILDING RELATIONSHIPS WITH ONTARIO'S 124 MPPs - Professional Engineers Ontario

The Government Liaison Program (GLP) was established to ensure that government, PEO members and the public continue to recognize PEO's regulatory mandate, in

particular its contributions to maintaining the highest level of professionalism among engineers working in the public interest.

Government Liaison Program Key Messages

- PEO has a legislative mandate under the Professional Engineers Act to regulate the practice of engineering in the public interest
- The self-regulating engineering profession—comprising 90,000 professionals—has been successfully serving and protecting the public for more almost 100 years
- PEO has unique knowledge and expertise and it is in the best interest of the government to consult with PEO before considering any new policy directions that may have the potential to impact the regulations of the practice of professional engineering.

Timeline of Development and Implementation

Six-Month Pilot Program: from January to June 2005, the pilot program had several successes and council approved the integration of a permanent 'Government Liaison Program' into PEO operations.

The September 2005 motions by Council were as follows:

1. That a Government Liaison Program based on three pillars – a strong local presence, a legislative framework, and policy and communications support – be established to achieve a better understanding and broader acceptance by government of the Professional Engineers Act, the role and jurisdiction of PEO, and PEO's policy direction.
2. That resources to support the program be included in the operating budget.
3. That the Regional Councillors Committee (RCC) integrate the role of government spokespeople into chapter operations to enhance local presence.
4. That the Executive Committee provide oversight for the Government Liaison program by integrating it into the Executive Committee's policy development responsibilities.

In 2011, PEO established a Government Liaison Committee (GLC) to provide oversight for the GLP. The Committee includes representatives from the PEO Councils, Chapters and designates from the Ontario Society of Professional Engineers (OSPE), Consulting Engineers of Ontario (CEO) and Engineers Canada. It also includes an engineer intern, an engineering student, and an engineer involved in a riding association.

The GLP is designed with both short and long-term goals in mind. To ensure chapter involvement in the short term, each chapter is responsible for meeting a certain benchmark of activities each year (e.g. host one Take Your MPP to Work Day, arrange one meeting with local MPP, etc.).

The long-term goals of the GLP is to have more engineers engaged in the political process, and to have all MPPs recognize and know that PEO regulates the practice of professional engineering in the public interest, and to consult and work with PEO.

A-3. What are the recent outcomes of the GLP?

In a review of the GLP Weekly newsletters on the PEO website (2020 to 2024), the following outcomes are reported:

- **25 PEO chapters** had their activities reported; and
- Chapters engaged with **38 MPPs from three political parties**.

The following key issues were discussed during meetings:

- Licensing and regulation of engineers under the Professional Engineers Act
- Fair Access to Regulated Professions and Compulsory Trades Act (FARPACTA) and its impact on licensing
- Public safety and innovation in engineering
- PEO's role as a self-regulating body
- Participation in legislative reviews, such as the Construction Act
- Chapter activities and community engagement
- Take Your MPP to Work Day initiatives

Notable campaigns or challenges addressed

2020–2021: Emphasis on virtual engagement due to COVID-19; maintaining visibility with MPPs during lockdowns.

2022: Increased focus on **FARPACTA** and its implications for licensing fairness and access.

2023: Push for broader **MPP engagement**, including first-time meetings with local representatives (e.g., Kingston Chapter with John Jordan).

2024:

- **Legislative review of the Construction Act** (raised by Attorney General Doug Downey).

- Continued advocacy around **licensing transparency and modernization**.
- Strengthening chapter-level political engagement and visibility.

Prior to 2020, campaigns included the following topics:

- Industrial Exception
- 2011. **Bill 15, An Act respecting the Ontario Society of Professional Engineers**
- Bill 124 - Building Code Knowledge Testing