

EXECUTIVE DIRECTOR'S REPORT
2025
Al Jeraj, O.L.S.

The Executive Director is the senior staff officer of the Association, responsible to the Council of the Association. In addition to formal roles as Secretary to Council and Treasurer of the Association, the Executive Director implements decisions of Council, promotes the welfare and image of the Association, promotes liaison between all segments of the Association and other organizations, government bodies and the public, and ensures the efficient day-to-day operation of the Association office.

This report covers the period from January 1, 2025, to December 31, 2025, under the general headings of Staff, Strategic Planning, Legislative, Membership, and Public Relations.

Staff

The Association's staff complement for 2025 included a total of 13 staff members (including four Ontario Land Surveyors), three of whom departed the organization in 2025. In addition, we had five Ontario Land Surveyor consultants to assist the Survey Review Department (SRD) with the Peer Review Program.

In 2025, AOLS restructured four existing roles into two new roles. The Deputy Registrar and Survey Review Manager positions were combined into one position, and the Office Administrator and Survey Review Department Administrator were combined into one position. It is expected that over the next few years, AOLS will only require 10 full time staff members to carry out operations.

The complete staff list at the end of 2025 is as follows:

<i>Al Jeraj, O.L.S.</i>	<i>Executive Director</i>
<i>Linda Latham</i>	<i>Registrar</i>
<i>Spiro Sinnis, O.L.S.</i>	<i>Deputy Registrar/Survey Review - Manager</i>
<i>Joyce Tenefrancia</i>	<i>Statutory Support Coordinator</i>
<i>Matthew Meade</i>	<i>Registration Support Coordinator</i>
<i>Penny Anderson</i>	<i>IT Program Specialist</i>
<i>Cynthia Gibson</i>	<i>Finance Specialist</i>
<i>Al Worobec, O.L.S.</i>	<i>Survey Review – Field Survey Examiner</i>
<i>Herman Bernardo</i>	<i>Survey Review – Survey Review Department Examiner Assistant</i>
<i>Felicia Harris</i>	<i>Office Administrative Coordinator</i>
<i>Paul Wyman, O.L.S.</i>	<i>Survey Review – Manager (until March 2025)</i>
<i>Sheila Lavina</i>	<i>Survey Review – Administration Coordinator (until June 2025)</i>
<i>Lena Kassabian</i>	<i>Office Manager (until March 2025)</i>

The following provides a brief background of staff members.

Al Jeraj, O.L.S. joined AOLS in January 2023 as the **Executive Director and Treasurer**. Al executes on all Council decisions that have associated action items, manages the staff complement at the office and is the staff advisor to all non-statutory committees. In 2025, Al led multiple projects including redefining staff roles, implementing new technology at the office, restructuring the Annual General Meeting, improving the registration process, publishing articles, and strengthening partnerships with other stakeholders including government, educational institutions, regulators and the public. Al's focus was to shepherd the Regulatory changes through and to develop a new Strategic Plan.

Linda Latham, P.Eng., brings extensive regulatory experience to the organization, having served as Deputy Registrar at Professional Engineers Ontario (PEO) for over 12 years. In her role as **Registrar**, Linda oversees the Complaints and Discipline process successfully managed two involved files that led to Discipline hearings this year. She also manages the registration process and is co-leading efforts to deliver on AOLS's second strategic priority:

redesigning the registration system. This initiative aims to expand the pipeline of future surveyors and streamline the steps required to become an Ontario Land Surveyor.

Linda was a key contributor to the development of the new regulations and changes to the *Surveyors Act*. She is responsible for processing applications for Certificates of Authorizations and works to ensure members are meeting their legislative and regulatory requirements. To that end, Linda responds to concerns raised from the Survey Review Department which include concerns related to the entry of records into the Provincial Survey Records Index (PSRI).

Spiro Sinnis, O.L.S., joined the organization in January as **Deputy Registrar and Manager of the Survey Review Department**. These roles were combined to create synergy and enhance operational efficiency. Spiro's extensive experience in both the public and private sectors uniquely positions him to understand the requirements of each role and manage his time effectively to meet organizational needs. He has demonstrated strong support for the Registrar and delivered positive improvements across all areas of responsibility. Spiro will focus on evaluating the effectiveness of the current Survey Review Department program and providing recommendations for its enhancement.

Joyce Tenefrancia joined AOLS in June 2016 and is the **Statutory Support Coordinator** reporting directly to the Registrar. Joyce spends most of her time supporting the Registrar to administer the complaints and discipline processes and create reports for submission to the Office of the Fairness Commissioner. Joyce also assists with the registration process as required by drawing on her extensive knowledge and history in this area.

Matthew Meade joined AOLS in January, 2025 as the **Registration Support Coordinator** reporting directly to the Registrar. He is responsible for assisting applicants through the registration process and administering many of the licence process steps. Matthew is intimately involved in each step of the process from assisting with academic evaluations to organizing the professional exams. Matthew also assists wherever he can in any area and specifically supports the Annual General Meeting.

Penny Anderson has been with the AOLS since June 2012 and is the **IT Program Specialist**. She is certified in Web Design and Development from Sheridan College and obtained her Information Systems Management Certification at Ryerson University. She has her PMP Certification through Sheridan College and is an active member of PMI Lakeshore Chapter.

Her role involves managing the membership database, supporting staff on all IT related matters, scheduling webinars, updating website content and assisting members with technical difficulties. Penny creates and distributes the In Sight newsletter and sends out communications to the membership. In addition to her regular responsibilities, Penny also sits on the Continuing Education Committee, the Inclusivity and Diversity Committee and the AGM Planning Committee.

Penny will be instrumental in leading the implementation of the new member management system.

Cynthia Gibson joined the AOLS in April 2018 as **Finance Specialist** and the bookkeeper for the Educational Foundation. She is responsible for all finance related activities for the AOLS including AP/AR functions, preparing various reports, and providing member assistance with invoices related to licensing and insurance. She also assists with creating the annual budget and tracking ~~our~~ investments. All these steps are vital to ensure financial integrity, to monitor financial performance, and to forecast future activities to ensure they are financially feasible.

Cynthia also administers all year-end procedures including preparation of various tables, schedules and reports that auditors need to prepare for annual financial statements.

As bookkeeper for the Educational Foundation, Cynthia manages the AR/AP functions, creates receipts for donations, reconciles accounts, administers the banking functions and creates the financial statement. Her work is overseen by the Board of Directors.

Alan Worobec, O.L.S. joined the Association as **Field Survey Examiner** of the **Survey Review Department** (SRD) in early January 2014. Alan is a graduate of the Survey Science program at Erindale College, University of

Toronto (U of T). He brings a wealth of experience from his many years in private practice and through his involvement in Association activities, including serving as the 2009 President. Alan works on a part-time basis completing field reviews.

Herman Bernardo has been with the AOLS since November 2010 as **Survey Review Department Examiner Assistant**. His responsibilities include preparing comprehensive review files that are complete and ready for field examination and to be sent to reviewers.

Herman assists the Field Survey Examiner with field examinations, so he is often out of the office, working in the fresh air all over Ontario. He also fulfills the logistical needs for field operations.

He is our go-to person whenever something needs to be assembled, disassembled, moved, or fixed in the office.

Felicia Harris joined AOLS in July 2025 as **Office Administrative Coordinator**, a role that combines responsibilities previously held by the office and Survey Review Department administrative positions. Felicia brings extensive experience in office administration, making her a valuable addition to the team. As the first point of contact for both members and the public, she plays a key role in ensuring smooth communication and support. We are pleased to welcome Felicia and look forward to her contributions to the organization.

Paul Wyman, O.L.S., served as **Manager** of the **Survey Review Department (SRD)** from September 2021 to March 2025 at which time he retired. Paul contributed greatly to the profession not only as SRD Manager but also as content creator for continuing education. To recognize his contributions, Paul was awarded the “Professional Recognition Award” at the AGM.

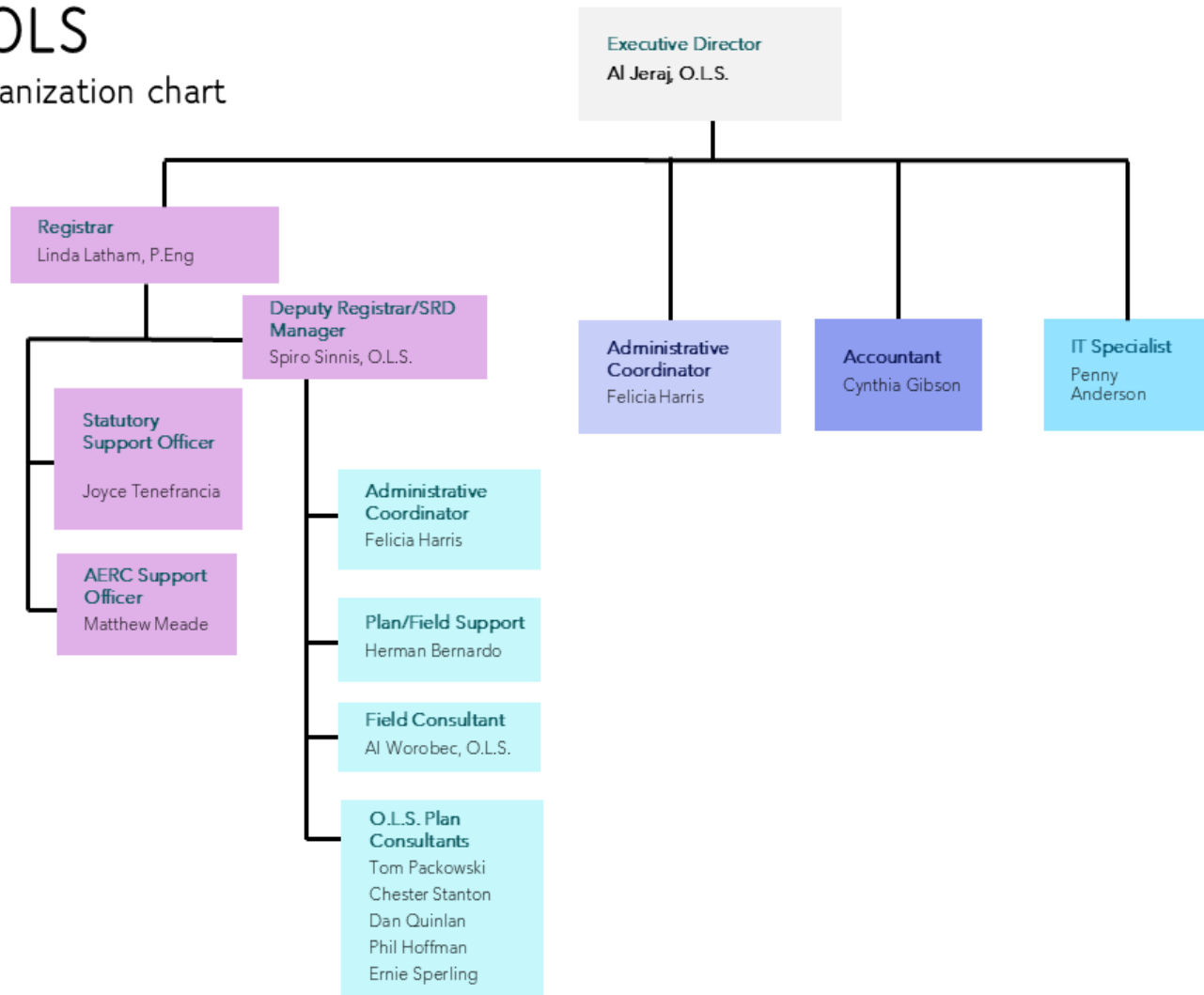
Sheila Lavina supported all functions within the Survey Review Department. We wish Sheila well in her future endeavours.

Lena Kassabian was with the AOLS since August 2005 and retired from AOLS in March. Lena assisted with the registration process and with the Annual General Meeting.

Staff continue to work in a hybrid environment and are required to come into the office a minimum of three days a week. Some staff elect to attend the office more regularly but whether they are working from home or in the office, they continue to take their role seriously to protect the public and meet the regulatory needs of our members. I enjoy working with all of them.

AOLS

Organization chart



Strategic Planning

In 2025, Council hired the Regulator's Practice to lead them through the development of a Strategic Plan. Council met numerous times to discuss the top priorities AOLS should focus on in the coming years. The ideas and discussion notes were analyzed and synthesized to bring together common themes which resulted in a new Vision Statement and 4 main strategic priorities: **Modernization, Redesign Pathways, Increase Awareness and Look Forward**. Timelines for completion were assigned to each priority and while staff are mainly focussing on the first two, work is being done on all priorities. The Strategic Plan can be found on the AOLS website.

Modernization

Modernizing our systems and processes remains a key strategic priority for AOLS. The membership management system, which tracks essential information such as applicant status, employment details, and outstanding fees, required an upgrade to improve efficiency, reporting capabilities, and automation. To achieve this, AOLS has partnered with Eudonet Canada Inc. who are the providers for OAGQ (Ordre des arpenteurs-géomètres du Québec) and ACLS (Association of Canada Land Surveyors).

Eudonet will also be redesigning the AOLS website which will feature a modern, user-friendly interface designed to make it easier for visitors to find information quickly and efficiently. It will include a dedicated members' area offering tools and resources tailored to their needs, while also enhancing transparency for the public. This upgrade reflects our commitment to improving accessibility and delivering a better digital experience for all stakeholders. The new membership management system and website are expected to launch in Q3, 2026.

AOLS has also begun digitizing its records to further support modernization. All active and closed complaints files have been scanned, and work is underway to digitize past discipline decisions and member files. This project is being completed in-house by staff, resulting in significant cost savings. The scanned documents will include OCR (optical character recognition) capabilities, enabling quick and accurate search functionality. Our goal is to scan most of our paper records by the end of 2026.

In addition, significant progress has been made in modernizing the examination process. Prolydian has successfully introduced an online Statutes Exam, now available in a multiple-choice format, enabling candidates to receive results much faster than before. Focus has shifted to creating a digital Professional Written Exam to launch in time for the May 2026 exam session. These improvements accelerate marking timelines and support our commitment to streamline and improve the registration process.

Redesigning Pathways

Council identified this as a key priority because AOLS is at a critical juncture. Demographic trends and government pressure have made it clear that we must act now to ensure there are enough Ontario Land Surveyors to meet public needs. Each year, retirements outpace the number of new surveyors being sworn in. At the same time, government is urging regulators to license applicants more quickly to support their initiatives and priorities.

To address these challenges, AOLS has engaged KJ Consulting to work with a subset of AERC and Council members to identify areas for improvement. Their mandate is to review two of the three main stages of licensure—**Academics and Experience**—and develop evidence-based, practical recommendations for AOLS to implement. This work will include interviews with members, government representatives, and other regulators, as well as jurisdictional scans to identify roadblocks and best practices.

KJ Consulting will review existing academic programs across Canada to determine whether relying on these institutions as a pipeline for future surveyors is sustainable. Many institutions face economic pressures and are closing programs that are not well established, which poses a significant risk. AOLS and other regulators must consider innovative solutions while continuing to strengthen and support current programs. To that end, AOLS is working with Toronto Metropolitan University to explore opportunities to enhance its existing program.

In 2024, AOLS introduced a Competency-Based Assessment process to comply with FARPACTA, allowing applicants to demonstrate the skills required to become a land surveyor. While the articling process remains an option, other regulators—such as the Alberta Land Surveyors Association are replacing articling with a blended model that combines classroom learning and workplace experience. Under this approach, students complete four

courses alongside practical training to achieve their competencies. KJ Consulting will examine this model and, along with other findings, provide recommendations for improving this stage of the licensing pathway.

Increase Awareness

Initiatives under this strategic priority will be detailed in the Public Relations portion of this report.

Look Forward

This priority focuses on proactively identifying the challenges and issues that may influence our future. This includes technological advancements such as Artificial Intelligence. We already see regulators such as the Association of Architectural Technologists adopting verifiable digital credentials that their members can use to identify themselves as valid members through a secure encrypted digital wallet. We see the Association of Canada Land Surveyors setting standards around digital signatures. AOLS is keeping tabs on these and other developments to determine how they will impact our future.

We are also “looking forward” with the intent of reviewing the current Survey Review Process. Significant effort will be placed on gathering evidence to determine if the process is effective and achieving its objective of ensuring our members are achieving the standards expected of them which will in turn reduce the number of complaints and insurance claims. The SRD manager will be leading the review of the program and will provide recommendations to Council in Q4, 2026.

Legislative

A focus in 2025 was finalizing the proposed changes to Regulation 1026 and Regulation 216/10 and arranging for the members to vote on them. Representatives from AOLS and the Ministry of Natural Resources worked together to move forward changes in Regulations that were policy based and administrative in nature. Regulators are under constant pressure to evolve to ensure they meet public expectations and adopt modern regulatory trends that demand greater transparency and accountability. Regulators who insist on maintaining the status quo, risk having their self-regulating ability taken away which is what is happening in British Columbia and Alberta through the introduction of Professional Governance Acts. Changes to the Surveyors Act and the Regulations reflect modern practices and strive to strengthen the public trust in AOLS and the profession of land surveying. As the Regulations support the Surveyors Act, it was important to finalize them for the Act to be enacted. To that end, Council was pleased that the membership voted in favour of the Regulations.

The public can count on the following significant changes to occur under the new Surveyors Act and Regulations:

- Introduction of the new Limited Licence class to assist with licensing new members faster and to support government priorities.
- Increasing powers of the Complaints Committee to be able to react faster to serious concerns of incompetence or professional misconduct.
- Moving the power to pass by-laws and regulations to Council which has public representation, enhancing responsiveness.
- Introducing an appeal process on licensing and registration decisions.
- Removing the Fees Mediation Committee.
- Adding the ability to address character concerns of applicants anywhere in the licensing or registration process.
- Addressing numerous administrative matters.

The changes to the Act are effective January 1st, 2026.

In addition to the Regulation changes, AOLS passed two by-laws. The first allows AOLS to set out some of the registration requirements that were previously in Regulations. This allows greater flexibility to implement changes if required. The second by-law sets the minimum amount of professional liability insurance a member must carry.

In parallel with the Regulation changes, AOLS was also required to submit two policies related to the registration process to the Office of the Fairness Commissioner before December 31st, 2025. These were the Alternative Documentation Policy and the Parallel Processing Policy. Both policies aim to make the registration process fairer

and more transparent to applicants. The Alternative Documentation Policy sets out the process of accepting alternative documents from an applicant when the original documents are not available. A common instance of this could be if an applicant originates from a war-torn country and is unable to access original documents. The Parallel Processing Policy identifies processes to allow an applicant to proceed in one area of the registration process if they are stuck in another area. The opportunities identified allow applicants to move forward on certain requirements at once, rather than having to complete requirements completely sequentially. In addition, the process now allows applicants to begin articling when they are within 5 courses of meeting the academic requirements (rather than the previous 3) and the Statutes exam can be taken anytime after an applicant's academics are assessed.

Both policies were reviewed by AERC and Council and ultimately approved the Office of the Fairness Commissioner.

Membership

Membership continues to decline as retirements outpace the number of newly licensed members. If this trend persists, it will significantly impact the Association. Despite this challenge, member engagement remains strong. Committees are well-staffed, and events such as the Annual General Meeting (AGM) and Regional Group meetings are consistently well attended.

Many members have requested hybrid options for the AGM. While hybrid meetings offer flexibility, the primary purpose of the AGM—beyond fulfilling regulatory obligations—is to foster learning, collaboration, and stronger connections. For this reason, the AGM will remain an in-person event. Sessions will be recorded and made available for a fee to those unable to attend.

Committee work is the foundation of the Association, enabling active practitioner involvement while managing costs through volunteer support. This year, 177 unique members served on six statutory committees and 17 active committees or task forces—a remarkable achievement for an association of our size. We continue to provide staff and consulting resources as needed, and I am deeply grateful for the membership's dedication to the profession.

Council has decided to discontinue collecting fees on behalf of Regional Groups. While Council values these groups as vital forums for learning and local connection, it does not consider fee collection part of the regulator's role. Staff will continue to support Regional Groups by sharing meeting notices, assisting with educational content, and maintaining each group's membership database.

During the year, AOLS provides educational opportunities to members by highlighting upcoming events through the In Sight newsletter. This year, in addition to the AGM and Regional Group meetings, AOLS highlighted the following:

1. Complete Compensation: The Carrot Approach for Building Engagement, Empowerment and Accountability in Your Team – Tradewinds Group
2. LandPro Conference - Protect Your Boundaries
3. Explore the Historical Landscape of Water Rights in Ontario – Tom Bunker
4. Updated Research Report: Chancellor John A. Boyd and Flooded Land | Land Covered with Water – Tom Bunker
5. Constructing the Gordie Howe International Bridge – Chris Oyler
6. Mental Health Stigma in the Workplace – Sheema Khan
7. Optimizing Your Benefit Plan to Promote Mental Health
8. Transforming AI Resistance to AI Advocacy – Teammate AI
9. Albert Pellet Salter's Exploration, Base, Meridian and Range Lines Survey – Michael Marlatt
10. Consideration of the Crown Patent and "Express Grant" - Tom Bunker
11. Digital Skillet: Using Custom Knowledge with Generative AI – Robert Radovanovic
12. Communicating Effectively and Resolving Disputes – ABCLS
13. 15 Years, 15 Lessons – Tracy Rouse
14. No Man is an Island – Tom Bunker
15. Researching the Dam – Michael Marlatt
16. Regulation Changes
17. Exit Planning: Know your Business Value, Options and Roadmap – Tradewinds Group

18. Stress Better and Avoid Burnout: A Resilience Workshop for Land Surveyors – ABCLS
19. Thriving Through Transformations: Leading Change in Land Surveying with Confidence and Clarity – ABCLS
20. Bathymetric Surveying Methods and Applications – NY State Association of Professional Land Surveyors
21. NYS Worker's Compensation- NY State Association of Professional Land Surveyors
22. Getting in Right Workshop – ACLS
23. Around the World in 2025 – Logan Wealth Management
24. Where is the Original Shore Road Allowance – Tom Bunker

Some events qualified for CPD credits, while others did not. When CPD hours are not specified by AOLS, members are responsible for determining eligibility. AOLS may audit events for CPD appropriateness. We encourage members to review the newsletter regularly, take advantage of CPD opportunities, and seek additional learning resources to enhance their professional knowledge.

Public Relations

The Marketing and Recruitment Committee met regularly throughout the year and executed well on their tactical plan. Representatives from the committee attended various events to spread the word about our profession. In addition, new brochures were designed and printed to support their efforts.

Once again, we organized a meet and greet with civil engineering students at TMU. Volunteers from J.D. Barnes and Tulloch Engineering returned to highlight the benefits of pursuing a career in surveying. Many students stayed after the presentation to ask questions and learn more about the profession, making the occasion a great success.

AOLS submitted two articles to the Association of Ontario Land Economists (AOLE). The first article, written by Chris Oyler, highlighted the involvement of surveyors in building the Gordie Howe Bridge. The second article, written by Al Jeraj, detailed the role of AOLS and the importance of surveyors. AOLE is a member association made up of land professionals such as engineers, architects, planners, appraisers and many others.

AOLS also authored an article for Professional Engineers of Ontario's (PEO's) regulatory magazine/publication. The article speaks to unauthorized practice and sets the expectation that engineers should not represent boundaries on their plans without involving a surveyor. AOLS intends to submit a series of articles to PEO for publication to their members on issues that highlight the surveyor's expertise in the use of coordinates, the complexities of boundaries, title issues and other topics to impress upon them the skillsets surveyors offer.

Executive Directors' Meetings

The Executive Directors around the country continue to meet on a regular basis to learn from each other and keep each other aware of what is happening on a national scale. We continued to discuss the "As of Right" legislation that was passed by the Federal Government and each Province and took opportunities to learn from each other so that we could have effective conversations with our own government to ensure we maintained our mandate to protect the public while respecting the desire to allow for easier labour mobility across the country.

The Executive Directors also refined the framework for the National CPD policy that was originated in Ontario by Paul Wyman and Tom Packowski. The policy will set the foundation as the first national initiative between surveying regulations across the country.

Summary

We continue to be very active and progressive as a small regulator. This report is a subset of all the work of staff at AOLS and I want to thank them again for their dedication and hard work.

I would like to thank President Saša Krcmar and all of Council for their help and support over the past year. It has been an honour to serve as your Executive Director.

Al Jeraj, O.L.S.
Executive Director
Association of Ontario Land Surveyors