



REQUEST FOR PROPOSALS (RFP)

Expertise on not-for-profit governance systems, engagement of parties with varying positions and consensus building to inform a national governance review of Engineers Canada

Strategic Priority: Realizing a Stronger Federation

Date Issued: January 20th, 2025

Proposal Submission Deadline: February 23rd, 2025

Questions concerning this RFP should be directed to:

Mélanie Ouellette (the “Project Manager”)

Engineers Canada

melanie.ouellette@engineerscanada.ca cell: 819-598-8789

1. Statement of Purpose

Engineers Canada is looking for a governance expert to support the review of Engineers Canada’s governance system and support the adoption of appropriate changes that are endorsed by all twelve engineering Regulators. The review will focus on the Board’s composition and competencies; roles, operation and reporting of standing committees and direct reports; and voting procedures and observers’ rights at the Board and Members’ meetings. The review is being conducted as part of the strategic direction *Realizing a Stronger Federation*.

The governance review is expected to take up to two years. The winning Bidder will be expected to deliver key documents and services over a minimum period of 12 months, with an anticipated completion date of **May 2026**. Pending consultation results, the contract could be extended up to October 2026.

2. Introduction to Engineers Canada

Engineers Canada is the national organization that works on behalf of provincial and territorial engineering regulators, that regulate engineering practice and license the country’s 300,000 members of the engineering profession.

The purpose of Engineers Canada is to serve the collective interests of the Regulators, to promote and maintain the interests, honour and integrity of the Canadian engineering profession, and to do all such lawful things as are incidental or conducive to the attainment of the foregoing, including to serve the regulators and strengthen the profession. This role as nation-wide facilitator and convener is captured in Engineers Canada’s vision statement, adopted in 2021:

Advance Canadian engineering through national collaboration

This statement represents how we provide services and tools to the engineering regulators (Regulators), Higher Education Institutions (HEIs), foreign-trained and domestic-trained applicants, engineers and their organizations, and the public.

Over the last few years, motions have been introduced by Members to change the voting structure and number of Engineers Canada Board Directors. Given the discontent expressed by some Members, a decision was made to undertake a governance review as part of the [2025-2029 strategic plan](#).

Engineers Canada’s current governance system was adopted after extensive national consultations as part of a major improvement project called Governance, Strategic Planning, and Consultations (GSPC) Project. Resulting from this GSPC project, the current governance structure was adopted in 2019:

Reporting structure (Board policy 3)

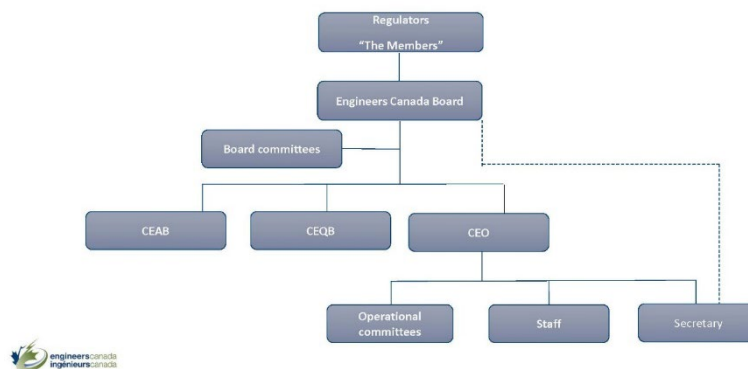


Figure 1: Current governance system, Engineers Canada:

This provides a brief overview of the groups within the governance structure outlined above:

- The Members represent provincial and territorial Regulators. There is one member per jurisdiction, and their vote is weighted according to the membership size of the Regulator.
- The Engineers Canada Board has 23 Directors and their number is set according to the size of their membership.
- The Board as three direct reports:
 - The Canadian Engineering Accreditation Board, which accredits Canada engineering programs and represents Canada on the recognition of education.
 - The Canadian Engineering Qualifications Board, which develops guidelines, examinations syllabi and papers to facilitate mobility across Canada.
 - The Chief Executive Officer, who spearheads the rest of the activities performed by our 50-people organization.
- The Secretary office is held by the CEO or a person appointed by the Board. This role:
 - Reports directly to the Board
 - In cases where the CEO is not the Secretary, the Secretary may also report directly to the CEO.
- The Board's work is also supported by three committees:
 - Human Resources Committee
 - Finance, Audit, and Risk Committee
 - Governance Committee

The purpose of this governance review is to:

- Lead virtual, national consultations and document perspectives on current system from engineering Regulators and interest groups within Engineers Canada.
- Lead two in-person workshops in Ottawa with Engineers Canada's Board and interest holders.
- Benchmark Engineers Canada's current governance system against that of other organizations of similar function and scale.
- Advise on one to three solutions for consultation, focussing on:
 - Board's composition and competencies;
 - Roles, operation and reporting of standing committees and direct reports; and
 - Voting procedures and observers' rights at the Board and Members' meetings.
- Lead virtual, national consultations and document perspectives on said solutions where approval by the Members is required.
- Advise on solutions for approval by the Board and/or Members, as appropriate.
- Identify areas in which the proposed solution(s) will necessitate complementary policy and/or structural change.

The project will be overseen by the Governance Review Task Force. It is expected to take a minimum of 12 months, but length in time may fluctuate to accommodate consensus building.

3. Scope of Work and Key Deliverables

3.1. Scope of work

In completing this Project, the successful Bidder shall deliver the following. The Bidder is welcomed to propose other elements when submitting proposal

No.	Service/Deliverable	Description
1	Kick-off meeting with staff	Review the deliverables and timelines with staff during a virtual meeting.
2	<p>Facilitate consultations and document perspectives of the current governance system at approximately 15 separate consultations.</p> <p><i>Approval by the Governance Review Task Force.</i></p>	<p>Read governance materials from Engineers Canada.</p> <p>Lead the gathering of perspectives from Regulators and Engineers Canada groups.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Logistics for virtual consultations. • Presentation to the Governance Review Task Force, each Regulator, the Chief Executive Officers Group, the Presidents Group, the Canadian Engineering Accreditation Board and the Canadian Engineering Qualifications Board • Minutes of each individual consultation • Findings report of common themes, portrait of the general situation • Synthesis and write problem statements that defines the issues in the governance review should address <p>Presentation of findings report and problem statement(s) to the Governance Review Task Force, the Chief Executive Officers Group, the Presidents Group, the Canadian Engineering Accreditation Board and the Canadian Engineering Qualifications Board</p>
3	<p>Conduct research, compile a report that compares Engineers Canada’s governance system to similar national and international bodies with comparable mandates.</p> <p><i>Approval by the Governance Review Task Force.</i></p>	<p>Provide expertise in governance systems and benchmark the Engineers Canada system against others of similar function and scale, at the same time as service deliverable number 2, above.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • A report that includes but is not limited to: <ul style="list-style-type: none"> ○ Scan of other governance systems of national organizations with similar mandates. Similar organizations can include but are not limited to: <ul style="list-style-type: none"> ▪ CPA Canada ▪ Federation of Medical Regulatory Authorities of Canada ▪ Federation of Law Societies of Canada ▪ Geoscientists Canada ▪ Canadian Association of Nurses ▪ Canadian Teacher’s Federation ▪ Other pertinent organizations outside the regulatory environment that are innovative ○ Analysis of trends and leading governance practices in general (in and outside Canada) <p>Comparison of Engineers Canada’s governance system with other national organizations and with leading governance trends and practices in general</p>

No.	Service/Deliverable	Description
4	<p>Identify and advise solutions for governance system for consultation.</p> <p><i>Approval by the Governance Review Task Force and the Engineers Canada Board.</i></p>	<p>Advise on solution(s) for consultation with the same parties as above.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Logistics for virtual consultations. • A report that includes but is not limited to: <ul style="list-style-type: none"> ○ A high-level summary of received perspectives ○ High-level findings from the benchmarking exercise ○ Provide advice to the Engineers Canada Board on one governance solution(s).
5	<p>Provide advice one governance solution, per issue under review, for approval.</p> <p><i>Approval by the Governance Review Task Force for all the documents. Additional approval required for final report, which will be from the Engineers Canada Board and Members.</i></p>	<p>Facilitate consultations and document perspectives of the proposed governance system solution(s) during approximately 15 separate consultations.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Logistics for virtual consultations. • Presentation to the Governance Review Task Force, each Regulator, the Chief Executive Officers Group, the Presidents Group, the Canadian Engineering Accreditation Board and the Canadian Engineering Qualifications Board • Minutes of each individual consultation • Findings report of common themes, portrait of the general situation • Presentation of findings to the Governance Review Task Force, the Engineers Canada Board, the Members, the Chief Executive Officers Group, the Presidents Group, the Canadian Engineering Accreditation Board and the Canadian Engineering Qualifications Board, as appropriate. • Final report on one governance system solution per issue under review, and potential changes to policies and the bylaw. <p>The final report will require appropriate approvals from the Governance Review Task Force, the Engineers Canada Board and the Members.</p>

Documents will be written in English. Engineers Canada will handle the translation of documents.

Unless formally expanded, this project will not provide supplementary means for the Board, Members or the Chief Executive Officer to address issues not defined above or agreed upon based on the Bidder's accepted proposal.

At this point in time, the following are out of scope, and will remain so unless formally amended:

- Definition of National Programs,
- Work on Affinity Programs, and
- Engineers Canada Fiscal planning/budgeting.

3.2. Services and deliverables

The successful bidder shall be required to deliver to Engineers Canada each of the items outlined in Section 3.1. (Scope of Work), resulting in successful completion of the Project.

3.3. Budget

To be considered, proposals should include a Project cost breakdown that accurately represents the work effort required, as outlined in Section 3.1. (Scope of work) of this RFP.

3.4. Project timelines

The Engineers Canada project team has created a draft schedule based on our established consultation processes and meeting dates, as well as our experience with similar projects. All Bidder proposals must include a timeline reflecting how the items outlined in Section 3.1. (Scope of Work) will be completed within the timeframe noted below. Please note that there are a few more consultation sessions organized outside the timelines below.

Milestone	Deadline
Kick-off meeting with contractor	April 2025
Start each Regulator consultation	April 2025
Start scan for benchmark report	May 2025
Finish each Regulator consultation and benchmark report	August 2025
Consultation workshop with Regulators, the Chief Executive Officers Group, the Presidents Group, the Canadian Engineering Accreditation Board and the Canadian Engineering Qualifications Board on benchmark report and what has been heard during individual consultations	October 2025
December Board meeting (approval of solutions for consultation)	December 2025
Consultation workshop with Regulators, the Chief Executive Officers Group, the Presidents Group, the Canadian Engineering Accreditation Board and the Canadian Engineering Qualifications Board on options	February 2026
Board meeting (discuss consultations)	February 2026
Governance Review Task Force meeting (approval of governance solution to Board)	March 2026
April Board meeting (approval of appropriate policy revisions; and provide advice on bylaw revisions for presentation to Members)	April 2026
Annual Meeting of Members (final approval of bylaw revisions)	May 2026

4. Budget

Bids should not exceed CAD \$50,000, exclusive of applicable taxes. Bidders are encouraged to provide a detailed breakdown of their bids for the components outlined in Section 3.

5. RFP Process

4.1. RFP Schedule of Events

The following is a list of key events from RFP issuance through to the anticipated date the Project will commence:

No	Description	Key Dates
1	Issuance of RFP	January 20, 2025
2	Deadline to Apply	February 23, 2025
3	Evaluation of proposals by Governance Review Task Force	March 17, 2025
4	Communication of results to all Bidders	March 28, 2025
5	Contract start	April 4, 2025

In responding to this RFP, Bidders must provide the information requested in Section 4.4. (Proposal Evaluation).

4.2. Interest disclosure, Bidder questions and Proposal submission

Bidders are asked to respond to this RFP by submitting a proposal on how their qualifications and experience would support the completion of the deliverables (3.1.) within the set timeframe (3.4.) Bidders must also include their approach to the work.

Bidders may submit their proposal, references and questions on the project to Mélanie Ouellette, Manager, Strategic and Operational Planning by email at melanie.ouellette@engineerscanada.ca. Proposals must be submitted **by February 23, 2025. The project manager will share responses with all Bidders.**

4.3. Proposal evaluation

All proposals will be evaluated by the Governance Review Task Force. Interviews will be conducted and references will be checked. Rating scale is as following:

Poor <i>0 – 3 points</i>	Fair <i>4-6 points</i>	Good <i>7-8 points</i>	Excellent <i>9-10 points</i>
The proposal fails to meet the requirements of the competency in a suitable and documented manner.	The proposal barely meets the requirements of the competency in a suitable and documented manner.	The proposal reasonably demonstrates that the requirements of competency are met in a documented and suitable manner.	The proposal fully demonstrates that the requirements of competency are met in a documented and suitable manner.

No.	Competency	Weighting	Rating (1 to 4)	Total Score
1	Knowledge and proven record of consensus building <i>(Assessed as part of the proposal)</i>	20%		
2	Knowledge and proven record of successful governance system adoption <i>(Assessed as part of the proposal)</i>	20%		
3	Knowledge and proven record of successful change management projects involving multiple parties. <i>(Assessed as part of the proposal)</i>	20%		
4	Ability to write clearly <i>(Assessed as part of the proposal)</i>	15%		
5	Ability to clearly communicate orally <i>(Assessed during the interview)</i>	15%		
6	Bilingualism <i>(Assessed during the interview)</i>	10%		

6. Proposal Format

Bidders must include with their proposal a covering letter and resume and demonstrate how their knowledge and experience meet the competencies.

5.1. How to Submit a Proposal

To be considered, proposals must be submitted electronically no later than February 23rd 2025 11:59pm EST (the “**Proposal Submission Deadline**”) to:

Mélanie Ouellette, Manager, Strategic and Operational Planning

melanie.ouellette@engineerscanada.ca

Engineers Canada

300-55 Metcalfe Street

Ottawa, ON K1P 6L5

Any proposal submissions received after the Proposal Submission Deadline will not be considered.

5.2. Inquiries

Questions concerning this RFP may be submitted by email and directed to Mélanie Ouellette at melanie.ouellette@engineerscanada.ca

Note: Any questions pertaining to the RFP process, and responses given, will be provided, via email, to all Bidders using the contact information provided in their Bidders’ Response Packages.

5.3. Confidentiality

Information submitted by Bidders will be treated as proprietary, held confidential, and used only for evaluating the ability of the Bidder to handle the Project. The details of any proposals will be shared only with the persons involved with the selection and approval process.

This RFP is, similarly, intended solely for the purposes of the Bidder and should not be further distributed to any party not involved in the preparation of the Bidder’s proposal. The Review Team reserves the right to disqualify a Bidder from the selection process if any breach of confidence is determined by the Review Team or if information is used for purposes other than the submission of a proposal.

6. RFP Terms and Conditions

6.1. Process Conditions

This RFP is not an offer by Engineers Canada to any person, and no contract of any kind whatsoever (including, without limitation, no “Contract A”) is formed between Engineers Canada and any Bidder upon the submission of a proposal in response to it.

For greater certainty, nothing in this RFP, including without limitation, the use of mandatory language, language reserving rights to Engineers Canada, or other language that might, but for this clause, be indicative of contractual intention, is intended by Engineers Canada to indicate an intention to be contractually bound to any Bidder in any manner whatsoever. Engineers Canada retains the right, in its absolute discretion, to consider and analyze the proposals, negotiate with any Bidder at any time, select a preferred Bidder, or enter into a service agreement with a Bidder. Without limiting the foregoing, since this clause precludes Contract A, none of the usual Contract A terms applies, and Engineers Canada may:

- Reject or accept any proposal, whether or not complete, and whether or not it contains all the required information;
- Require clarification of any proposal;
- Request additional information on any proposal;
- Reject any or all proposals without any obligation, or any compensation or reimbursement to the Bidders;
- Refuse to enter into a service agreement with any of the Bidders;
- Conduct negotiations with one or more Bidders;
- Cancel and reissue the RFP;
- Extend any of the stated dates and deadlines and/or amend the procurement process;
- Re-advertise for new submissions or call for tenders for this work or for work of a similar nature.
- Issue Notice of Award to Bidder who does not achieve the highest score in evaluation criteria (5.6.)

Further, Engineers Canada may, in its sole discretion, independently verify any information in any proposal. The proposals submitted by Bidders must be offers made in good faith, and Engineers Canada reserves the right to make a choice from the various proposals, or not choose any.

Engineers Canada shall not be obligated in any manner until a written agreement relating to an approved proposal has been duly executed.

6.2. Competitive Process

With the issuance of this RFP, Engineers Canada is making a business opportunity available to select Bidders that have the experience and competence to enter into a service agreement to complete the work.

6.3. Proposal Revisions

All proposal revisions must be received by Engineers Canada prior to the Proposal Submission Deadline.

6.4. Cost of Preparing Proposals

Bidders are solely responsible for all costs they incur in preparing and submitting proposals.

6.5. Clarification of Proposal

Engineers Canada reserves the right, but does not have an obligation, to request clarification of a proposal or request further information from any or all Bidders. In addition, if, in the opinion of Engineers Canada, any proposal contains a minor defect or irregularity or fails in some way to comply with any requirement of the RFP in a way that, in the opinion of Engineers Canada, can be remedied without providing an unfair advantage to one or more Bidders, the Engineers Canada contact person (as set out in section 7.2) may request rectification from the Bidder(s).

Engineers Canada, upon receipt of appropriate clarification and/or rectification, may waive the minor defect or irregularity and accept the proposal. Failure by a Bidder to provide a written response that, in the opinion of Engineers Canada, properly clarifies or rectifies its proposal, within the time specified in the request for clarification or rectification, may result in disqualification of the proposal.

6.6. Acceptance of RFP Conditions

Receipt of a proposal by Engineers Canada will be considered acceptance by the Bidder of the RFP terms and conditions and will be incorporated in the Bidder's proposal.

6.7. Notification of Success

A written Notice of Award shall be the only valid form of notification of success in response to this RFP.

6.8. Reservation of Rights

Engineers Canada reserves the right, in its sole discretion, to:

- modify, cancel or suspend the selection process, or any or all stages of the selection process, including before or after provision of a Notice of Award, at any time for any reason;
- accept or reject any proposal based on the evaluation criteria in Section 6.4, above, as determined in the sole discretion of Engineers Canada;
- not accept any proposal; and
- reject or disqualify all or any proposal without any obligation, compensation, or reimbursement to any Bidder.

The full execution of a written service agreement will constitute a contract for the services, and no Bidder will acquire any legal or equitable rights or privileges relative to the services until a written Notice of Award has been delivered and a written agreement has been duly executed.

6.9. Limitation of Damage

Each Bidder, by submitting a proposal, agrees that:

- In the event any or all proposals are rejected or disqualified, or the Project or selection process is modified, suspended, or cancelled for any reason, neither Engineers Canada, nor its employees, agents, officers, or directors will be liable under any circumstances for any claim, or to reimburse or compensate any person in any manner whatsoever, including but not limited to costs of preparation of the proposal, loss of anticipated profits, loss of opportunity, or for any other matter; and
- The Bidder waives any claim for loss of profits or loss of opportunity if: (i) the Bidder is rejected or disqualified or is not successful in the selection process; (ii) the selection process for the Project is suspended, cancelled or modified at any time; or (iii) cancellation occurs per section 8.8, above.

6.10. Proposal Documents

All documents submitted by Bidders will become the property of Engineers Canada.