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Governance Review and Consultation: Participant Preparation Package

Pre-Read for October 8, 2025 Workshop
Ottawa

Cosgrove & Co.

Dear Participant,

You have been invited to attend Engineers Canada's upcoming workshop with Key Interest Holders which has been scheduled for October 8, 2025 in Ottawa. This document has been prepared to assist you in preparing for a productive session focused on discussion about the Round 1 draft report, including problem statements to assist the review team in generating potential solutions.

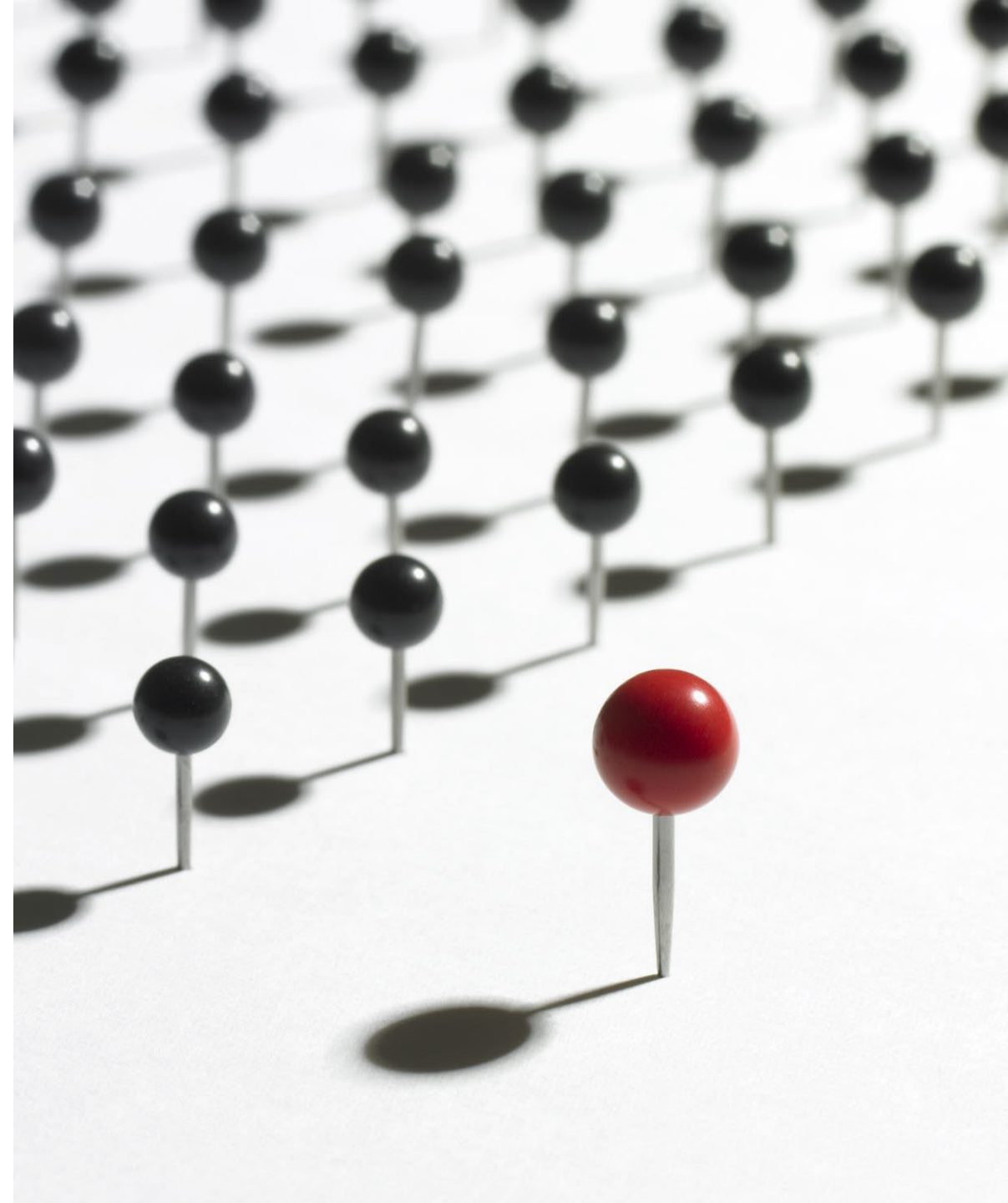
To ensure everyone is working with the same information, we invite you to begin your review by reading the Draft Report on Round 1: Problem Identification. The workshop agenda and reflection questions are contained in this brief document.

During the workshop, we will present highlights of the draft report and provide time for discussion. Then you are invited to participate in small group discussions. We are looking forward to hearing your thoughts and insights at the workshop.

Please do not hesitate to reach out to contact us in the meantime, if there are any questions or concerns.

Sincerely,

Kathryn Cosgrove FCMC MBA
Project Director



Focus on Draft Problem Statements

The draft report outlines three foundational problem statements, which the Cosgrove & Co. review team believe need to be resolved in order to enhance Engineers Canada's governance effectiveness. These will be the focus of our workshop discussions:

1

The current model may not enable Engineers Canada's mission: the mission is not universally understood

2

The current model embeds a disconnect with Member priorities.

3

The current model is unnecessarily complex, cumbersome and expensive.

Problem Statement #1 speaks to a foundational challenge in the current governance model: Engineers Canada's primary role and purpose is understood in two different ways

The mission is an organization's concise declaration of why it exists, and who it serves. It should provide clarity and guidance to board, staff and stakeholders and help the organization make good strategic choices. However, Engineers Canada's mission may be interpreted differently by Members and key interest holders. The workshop will explore these two approaches and seek alignment in the room:

Service Provider

If EC is a 'service provider' to regulators, then:

- Regulators purchase or obtain services they need
- Money and/or # registrants matter
- Weighted voting is important
- Regional perspectives may be important to ensure services are aligned with needs

versus

'Alliance of regulators'

If EC is an 'alliance of regulators', then:

- It serves as a convener on issues of national and international importance to the entire profession
- Greater focus on *common* needs
- Money and/or # registrants doesn't matter / matters less
- Weighted voting works against achievement of outcomes
- Regional perspectives less important

Each of these strategies or approaches leads to very different governance models, structures, and practices.

It is important to gain clarity on Engineers Canada's primary mission, in order to provide input to the process in Round 2 for solutioning.

**Achieving governance effectiveness is not about the 'math' (e.g. number of votes, seats, registrants).
It's about alignment on the *strategy*.**

Overview of the workshop

Pre-Work Instructions

- At the workshop, you will receive a summary presentation of the Round 1 findings and observations from the governance review team. However, the content delivered will be minimal. We strongly encourage you to review the draft report provided in this package, as only highlights will be briefly provided.
- To prepare for this workshop and gather your thoughts, please allow yourself at least one hour of preparation time.
- You will need to complete the following in advance:
 - Please familiarize yourself with the workshop agenda (next page)
 - Please review the draft report on Round 1 consultations and draft problem statements.
 - Consider the self-reflection questions included in this document, and jot down your thoughts.

Workshop Logistics

- You will be invited to participate in table-top discussions intended to generate reflections on specific issues and observations made in the draft report.
- In-person table assignments will be provided by Engineers Canada and will be available in the room upon arrival to the session.
- Virtual participants will form their own breakout group. You will be placed into a virtual breakout room to have a private discussion while in-person attendees discuss at their tables.

Key Workshop Objectives

- To review key findings and themes from Round 1 with Engineers Canada's key interest holders about the current governance model
- To ensure workshop participants are working from the same information or 'fact base' in order to align on the 'case for change'
- To obtain consensus from key interest holders on the draft problem statements and begin to explore potential solutions, as an input to decision-making about recommended changes to be identified in Round 2

Workshop Participants

There is a broad cross-section of participants at this session, some of which are not directly involved in Engineers Canada's current governance model but who nonetheless offer an important perspective.

Registered participants include:

- Engineers Canada Board of Directors
- Engineers Canada Members (provincial engineering regulatory authorities), represented by Council Presidents
- Chief Executive Officers of the 12 engineering regulatory authorities
- Chair, Canadian Engineering Accreditation Board (CEAB)
- Chair, Canadian Engineering Qualifications Board (CEQB)
- Representative of Engineering Deans Canada
- Engineers Canada staff

Overview of the workshop

Timing (Eastern)	Item	Speaker(s)
1:00 pm	Plenary: Opening Remarks	John Van Der Put, President, Engineers Canada Christian Bellini, Chair of Governance Review Task Force
1:05 pm	Plenary: Current State Findings and Feedback from Participants	Kathryn Cosgrove and Roddy Macdonald, Cosgrove & Co.
1:40 pm	Instructions and overview of breakout activities	Kathryn Cosgrove and Roddy Macdonald, Cosgrove & Co.
1:45 pm	Topic 1: Clarity of Engineers Canada's Mission - Table Discussions <i>Each table will be assigned to both the 'service provider' and "national alliance' approach and asked to discuss / give feedback on both:</i> <i>What are the strengths and limitations of each approach for enabling Engineers Canada's mission?</i> <i>What essential governance features or principles does each approach have, that should be adopted by Engineers Canada?</i>	
2:15 pm	Debrief Topic 1 - Plenary We will ask tables to report back in an effort to compare and contrast each approach. We will seek alignment on the question: <i>Which approach better suits Engineers Canada's raison d'être?</i>	Kathryn Cosgrove and Roddy Macdonald, Cosgrove & Co.
2:45 pm – 15 minute break		
3:00 pm	Topic 2: Connecting to Member Needs and Priorities – Table Discussions <i>Given the preferred approach (to be discussed in the workshop), what changes need to be made to ensure that Engineers Canada has clearer direction from Members about their needs and priorities?</i>	
3:30 pm	Debrief Topic 2 - Discussion and alignment of proposed changes in plenary format	Kathryn Cosgrove and Roddy Macdonald, Cosgrove & Co.
	Plenary Discussion (Problem Statement 3) **TIME PERMITTING** <i>In what way(s) should Engineers Canada governance model and practices be simplified, streamlined and focused on Member needs and priorities? How should other regulatory needs and priorities be surfaced to Engineers Canada?</i>	
4:20 pm	Wrap Up (10 mins – end at 4:30pm)	Cosgrove & Co. / John Van Der Put / Christian Bellini

Self-reflection questions

As you read the draft report, please take note of any feedback on the observations made in the report, and proposed problem statements.

NOTE: A presentation of highlights from Round 1 will be provided at the start of the workshop. We will also allow time to discuss the draft problem statements, in an effort to gain consensus on the draft problem statements.

Self-reflection: Service provider or national alliance?

Which approach better serves Engineers Canada's Members: as a service provider or as a national alliance focused on common regulatory needs?

Consider:

- *Engineers Canada's mission*
- *Members with varying number of registrants*
- *The needs and priorities of regulatory authorities, versus Engineers Canada*



Self-reflection: Members needs and priorities

How can key interest holders better coordinate direction and/or input to Engineers Canada, in order to enhance its value to Members?

Consider:

- *Engineers Canada's mission*
- *Members with varying number of registrants*
- *The range of 'voices' that currently are consulted to provide input to Engineers Canada*



Self-reflection: Reducing complexity and becoming more agile

In your view, how can Engineers Canada's current governance structures and practices become more agile and less complex?

Consider:

- *Engineers Canada's board and committee structures*
- *Workshop practices*
- *Observers*



Cosgrove & Co.