

Engineers Canada Governance Review

Overview of Review and Consultation Process to Date (as of January 2026)

Purpose and Context

Engineers Canada launched a comprehensive governance review in [winter 2025](#) to address long-standing governance concerns, particularly board size, voting structures, and decision-making effectiveness, that have persisted despite [two prior reviews](#).

The review is overseen by a Board-appointed [Governance Review Task Force \(GRTF\)](#), and is being conducted by Cosgrove & Co.

Round 1 Conclusions:

- The Round 1 governance review engaged all 12 Regulator/Members (“Members”), Engineers Canada Board, CEO & governance staff, and the CEAB and CEQB. The interim report described:
 - A lack of shared understanding of Engineers Canada’s primary purpose and mission, viewed as a National Alliance of Regulators or as a service provider.
 - Issues related to board size, voting, and representation tensions as symptoms of a broader strategic concern, not root causes, and significant concerns from key interest holders related to three areas of improvement (shown next page).
- Following an in-person [workshop](#) held in October 2025 during which key interest holders had an opportunity to discuss the review’s interim findings and expressed strong support for the National Alliance approach, the review team issued a [Round 1 final report](#) and was authorized by the GRTF to proceed with Round 2.

Round 2 (in progress):

- Cosgrove & Co. is conducting “Round 2” consultations with key interest holders to gather feedback and input to a set of 14 high-level recommendations to address the problem statements or areas of improvement identified in Round 1. Each of these provides more detailed recommendations and/or options for considerations, as outlined in the pre-read documents made available to key interest holders.
- See next page for a summary of the proposed recommendations, which are designed to respond to the identified problem statements or areas of improvement.

Key Dates and Milestones

Summer 2025: Consultations with Regulator/Members, CEAB, CEQB, and the Engineers Canada board and staff to identify areas for improvement

Fall 2025: Round 1 Key Interest Holders Workshop; validation of problem statements and preferred primary purpose (National Alliance)

Winter 2026: Consultations on draft solutions and governance options

Spring 2026 : Round 2 Key Interest Holders Workshop (March 3); final report to Board with refined recommendations and options; Annual Meeting of Members

Where Things Stand Now

Round 2 consultations are underway to test, refine, and pressure-test these proposed solutions with Members and key interest holders. Feedback from this phase will shape final recommendations, including **what can be implemented by the Board alone and what requires Member approval**, and the sequencing of change.

Key Takeaways for Those New to Engineers Canada’s Governance Review Process:

The governance review is not about tweaking board mechanics in isolation—it is about anchoring Engineers Canada’s governance to a clearly agreed national purpose, simplifying how decisions are made, and ensuring the organization delivers clear, collective value to Regulator/Members.

Engineers Canada Governance Review

Overview of Review and Consultation Process to Date (as of January 2026)

In Round 1, we learned that...

1

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

Observed issues:

- Fundamental disagreement whether Engineers Canada exists primarily as:
 - a service provider, or
 - a national alliance of regulators
- Persistent conflict over board size, representation, and weighted voting stems from this misalignment
- Board time and structure skewed toward routine matters and operational decision-making, rather than national strategy



2

The current model embeds a disconnect with Member priorities.

Observed issues:

- Too many consultation channels and voices, with no clear "authoritative" Member perspective
- Lack of clarity about who speaks for Members, and how Members give clear direction to Engineers Canada
- Members report weak feedback loops, unclear accountability, and misaligned priorities
- Directors are often incorrectly used as conduits for Member needs



3

The current model is unnecessarily complex, cumbersome and expensive.

Observed Issues:

- A 23-member board that is widely viewed as too large to be effective
- Extensive participation of observers at board meetings, inhibiting candid discussion and increasing cost
- CEAB and CEQB function as operational bodies yet report directly to the board, bypassing the CEO
- High governance cost relative to governance value



Therefore, in Round 2, our proposed solutions must...

Gain Member consensus on the primary purpose of Engineers Canada, and align the governance model accordingly

Proposed solutions include: Formally defining Engineers Canada as a National Alliance of Regulators, and:

- Developing a national strategic framework that articulates shared priorities and collective value
- Adopting a governance charter clarifying the board's role in strategy, risk, and national leadership
- Refocusing Board agendas on strategy, risk, and future oriented issues, not operations
- Supporting consensus-based decision making appropriate to an alliance model

Adjust the governance model and processes to strengthen Engineers Canada's connection to Member needs and priorities, ensuring its work adds value

Proposed solutions include:

- Streamlining and coordinating Member input, and strengthen the role of Member CEOs collectively in identifying and aligning priorities
- Translate aligned priorities into a Board-approved workplan focused on strategy/risk
- Move to a competency-based Board model, with the potential expansion of director eligibility and candidate pools beyond a traditional profile (potentially including non-engineers and fully independent directors)
- Member nominations of 2 or more candidates per seat, to be reviewed / assessed by Engineers Canada from a 'board as a whole' perspective

Simplify and streamline Engineers Canada's governance model for greater effectiveness and efficiency

Proposed solutions include:

- Reducing board size (typical range considered: 8–14 directors) by considering alternative board models to better reflect National Alliance mission and future-oriented competencies
- Repurposing multi-day, observer-heavy meetings in favour of focused topic-specific national dialogues, and value-added engagement of key interest holders
- Transitioning CEAB and CEQB to operational oversight via the CEO, with vital staff support, recognition and appropriate independence
- Lengthening board and committee leadership terms to reduce churn