

AGENDA

236th ENGINEERS CANADA BOARD MEETING

December 8, 2025 | 10:00am – 4:00pm ET

Virtual delivery | Zoom details are provided via outlook calendar invitation

Reference materials: [Board Policy Manual](#) | [Bylaw](#) | [Corporate Risk Profile](#) | [Strategic Plan](#)

1. Opening (10:00-10:05am)	5 mins
1.1 Call to order and approval of agenda – J. Van der Put (pages 1-5) <i>THAT the agenda be approved and the President be authorized to modify the order of discussion.</i>	
1.2 Declaration of conflict of interest (pages 6-8)	
1.3 Review of previous Board meeting – J. Van der Put (pages 9-10) a) Action item list b) Board attendance list	
2. Consent agenda (10:05-10:10am)	5 mins
Board members may request that an item be removed from the consent agenda for discussion. <i>THAT consent agenda items 2.1 to 2.5 be approved.</i>	
2.1 Approval of minutes (pages 11-17) a) <i>THAT the minutes of the October 9, 2025 Board meeting be approved.</i>	
2.2 Committee reports (pages 18-33) a) Finance, Audit, and Risk Committee b) Governance Committee c) Human Resources Committee d) Canadian Engineering Accreditation Board e) Canadian Engineering Qualifications Board	
2.3 Approval of committee work plans (pages 34-41) a) <i>THAT the Board approve the 2026 CEAB work plan.</i> b) <i>THAT the Board approve the 2026 CEQB work plan.</i>	
2.4 CEAB leadership (pages 42-43) <i>THAT the Board approve the appointment of the CEAB leadership for the period July 1, 2026 to June 30, 2027:</i> <ul style="list-style-type: none"> • John Allen (Al) Stewart as Vice-Chair • Julius Pataky as Chair • Ray Gosine as Past Chair 	
2.5 National Position Statements (pages 44-56) <i>THAT the following updated National Position Statement be approved:</i> a) Research, development and innovation b) The role of engineers in federal procurement	
3. Executive reports (10:10-10:50am)	
3.1 President's report – J. Van der Put (slides)	10 mins
3.2 CEO update – P. Rizcallah (slides) a) Q3 interim strategic plan reporting (pages 57-69) b) Realizing FEA c) Advancing collaboration and harmonization	30 mins
4. Board business/required decisions (10:50-11:25am)	

4.1 Items pulled from consent agenda, if required		15 mins
4.2 2026 budget and 2028 Per Capita Assessment – M. Sterling (pages 70-72) <i>THAT the Board, on recommendation of the FAR Committee, approve the 2026 budget, as presented.</i> <i>THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2028 Per Capita Assessment Fee be set to \$12 per Registrant.</i>		20 mins
Health break (11:25 – 11:40am)		15 mins
Board business/required decisions continued (11:40 –12:10pm)		
4.3 Board policy updates – D. Pothier (pages 73-82) <i>THAT the Board, on recommendation of the Governance Committee approve the following revised Board policies:</i> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <i>i. 1.5, About this manual</i> <i>ii. 4.11, Board management delegation</i> </div> <div style="width: 45%;"> <i>iii. 5.4, Communications and support to the Board</i> </div> </div>		15 mins
4.4 Board’s 30 by 30 Champions – T. Joseph / A. Mullick (slides)		15 mins
5 Next meetings (12:10–12:15pm)		5 mins
Board meetings:		
<ul style="list-style-type: none"> February 27, 2026 (Toronto, ON) April 8, 2026 (virtual) 	<ul style="list-style-type: none"> May 22, 2026 (Calgary, AB) June 15, 2026 (Port Rexton, NL) 	
2025-2026 committee and task force meetings:		
<ul style="list-style-type: none"> HR Committee: December 11, 2025 (virtual) FAR Committee: December 12, 2025 (virtual) Governance Review Task Force: February 6, 2026 (virtual) FAR Committee: February 23, 2026 (virtual) Governance Review Task Force: March 4, 2026 (virtual) FAR Committee: March 6, 2026 (virtual) 	<ul style="list-style-type: none"> Governance Committee: March 12, 2026 (virtual) Governance Review Task Force: March 17, 2026 (virtual) HR Committee: April 1, 2026 (virtual) FAR Committee: May 8, 2026 (virtual) All 2026-2027 committees and task forces: June 15, 2026 (Port Rexton, NL) 	
6 In-camera sessions (12:15–1:30pm)		
6.1 Board Directors, Direct Reports, and governance review resources <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board.</i> <i>The attendees at the in-camera session shall include Board Directors, Engineers Canada CEO, the CEAB and CEQB chairs, the Secretary, the Manager, Governance and Board Services, the Governance Review Task Force Chair, Cosgrove & Co., and the CEO Group Advisor.</i>		30 mins
6.2 Board Directors and Direct Reports <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board.</i> <i>The attendees at the in-camera session shall include Board Directors, Engineers Canada CEO, the CEAB and CEQB chairs, the Secretary, and the CEO Group Advisor.</i>		15 mins
6.3 Board Directors and CEO <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board.</i> <i>The attendees at the in-camera session shall include Board Directors and the Engineers Canada CEO.</i>		15 mins

	6.4 Board Directors only <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board.</i> <i>The attendees at the in-camera session shall include Board Directors.</i> <ul style="list-style-type: none"> Meeting evaluation – roundtable discussion. 	15 mins
7	Closing (motion not required if all business has been completed)	

Board support document

Meeting norms

Virtual participation:

- Board members and Direct Reports are asked to “show up” to the meeting a few minutes early to test their audio and video connections and are encouraged to reach out to Boardsupport@engineerscanada.ca in advance if they anticipate any connection or technological issues.
- To increase meeting engagement and participation, Board members and Direct Reports are requested to turn on their cameras during the meeting, when possible. All participants will have control over their ability to mute their line upon joining the meeting. Participants are asked to self-mute when they are not speaking to minimize background noise. If a participant is muted by an organizer, this is because there was feedback on the line.
- Participants are asked to use the self-mute function and turn off their cameras, instead of leaving the meeting during all breaks. This will help minimize any technical issues and disruption upon re-connection.
- The “Raise hand” function is only to be used if a participant wishes to ask questions and/or make comments after presentations or during debate. Depending on the Zoom version, participants may find the ‘Raise hand’ button under “Reactions” or “Participants”. Participants should reach out in “Chat” if they are not able to locate it.
- If a participant wishes to speak and have not been called upon or are unable to use the “Raise hand” function, they should say their name with an un-muted microphone and obtain permission from the Chair before speaking.
- The “Chat” function will only be monitored by the offsite AV personnel in respect of technical difficulties. Non-technical questions asked through the “Chat” function will not be answered during the meeting.

To conduct the meeting with reasonable time and fairness:

1. For all motions, the meeting chair will call for abstentions and negative votes from the Directors. Directors who do not state a negative vote or an abstention will be considered in favour of the motion. If, for whatever reason, Directors are unable to speak during the motion and feel their opinion was not heard, they should raise their hand, or reach out in “Chat” for technical support.
2. Wordsmithing of motion texts should be avoided as much as possible so that the meeting can stay on track. If the proposed motion and related decision is understood, the Board should move to a debate and discussion on the proposal and should not focus attention on perfecting the text.
3. Participants are asked to speak for a maximum of two (2) minutes at a time (a timer will be projected on the screen) and will be limited to two (2) chances to speak on any one issue or motion. An opportunity to speak a second time will be granted only after everyone has had a chance to speak. The meeting chair reserves the right to allow additional chances to speak, as necessary.
4. Restating or reiterating the same point is strongly discouraged.

5. In the virtual environment where meeting participants are not able to demonstrate their agreement by nodding, they are encouraged to use the “Reaction” buttons to identify their informal support of others’ statements. A safe and respectful environment is encouraged at all times.
6. At the opening of the meeting, the meeting chair will announce which individual will be monitoring the show of hands. The chair will try to ensure that anyone with a raised hand has their point addressed.

Board support document

Conflicts of interest

Board members and members of Board committees have an ongoing obligation to identify and disclose actual, reasonably perceived, and potential conflicts of interest. These obligations are set out in case law and are also codified in statute, under the *Canada Not-for-profit Corporations Act* (“CNCA”).

While not expressly defined in the CNCA, a conflict of interest is understood to comprise any situation where:

- a) an individual’s personal interests, or
- b) those of a close friend, family member, business associate, corporation, or partnership in which the individual holds a significant interest, or a person to whom the individual owes an obligation, could influence their decisions and impair their ability to:
 - i. act in the best interests of the corporation, or
 - ii. represent the corporation fairly, impartially, and without bias.

Conflicts of interest exist if a Director’s decision could be, or could appear to be, influenced. *It is not necessary that influence actually takes place.* In cases where Directors are in an actual, perceived, or potential conflict of interest, they are required to disclose the conflicting interest to the Board¹ or, in the case where membership approval is sought, to the members,² as well as abstain from voting.

Handling conflicts of interest

Directors may use the following checklist when faced with a situation in which they think they might have an actual, perceived, or potential conflict of interest.

Step 1 - Identify the matter or issue being considered and the potential conflicting situation in which you are involved.

E.g. There is an item before the Board requiring discussion and a decision that involves potential litigation between Engineers Canada and the Engineering Regulator with whom you are licensed. Whether or not you are in a conflict of interest is not automatic—it will depend upon the personal circumstances of each Director.

Step 2 – Assess whether a conflict of interest exists or may exist.

In assessing whether you have an actual, reasonably perceived or potential conflict of interest, it may be helpful to ask yourself the following questions:

¹ Section 141(1) and (2) of the CNCA

² Section 141(9)(a) of the CNCA

- ☐ Would I, or anyone associated with me benefit from, or be detrimentally affected by my proposed decision or action?
- ☐ Could there be benefits for me in the future that could cast doubt on my objectivity?
- ☐ Do I have a current or previous personal, professional, or financial relationship or association of any significance with an interested party?
- ☐ Would my reputation or that of a relative, friend, or associate stand to be enhanced or damaged because of the proposed decision or action?
- ☐ Do I or a relative, friend, or associate stand to gain or lose financially in some way?
- ☐ Do I hold any personal or professional views or biases that may lead others to reasonably conclude that I am not an appropriate person to deal with the matter?
- ☐ Have I made any promises or commitments in relation to the matter?
- ☐ Have I received a benefit or hospitality from someone who stands to gain or lose from my proposed decision or action?
- ☐ Am I a member of an association, club, or professional organization, or do I have particular ties and affiliations with organizations or individuals who stand to gain or lose by my proposed decision or action?
- ☐ Could this situation have an influence on any future employment opportunities outside my current duties?
- ☐ Could there be any other benefits or factors that could cast doubts on my objectivity?
- ☐ Am I confident of my ability to act impartially in the best interests of Engineers Canada?

What perceptions could others have?

- ☐ What assessment would a fair-minded member of the public make of the circumstances?
- ☐ Could my involvement on this matter cast doubt on my integrity or on Engineers Canada's integrity?
- ☐ If I saw someone else doing this, would I suspect that they have a conflict of interest?
- ☐ If I did participate in this action or decision, would I be happy if my colleagues and the public became aware of my involvement?
- ☐ How would I feel if my actions were highlighted in the media?

Step 3 – Is the duty to disclose triggered?

If, in assessing the situation, you determine that you are in an actual, potential, or reasonably perceived conflict of interest, your duty to disclose is triggered. Directors disclosing a conflict must make the disclosure at the meeting at which the proposed contract or transaction is first considered and should request to have the disclosure entered into the minutes of the meeting.³

Disclosure must be made of the nature and extent of the interest that you have in the contract or transaction (or proposed contract or transaction).⁴ The limited case law dealing with the nature and scope of the disclosure required by a conflicted Director suggests that disclosure must make the

³ Section 141(1) of the CNCA

⁴ Section 141(1) and 141(9)(b) of the CNCA

other Directors fully informed of the real state of affairs (e.g. what your interest is and the extent of the interest).⁵ It will rarely suffice to simply declare that you have a conflict of interest.

Step 4 – What next?

Subject to limited exceptions, the general rule is that a conflicted Director cannot vote on the approval of a proposed contract or transaction, even where their interest is adequately disclosed.⁶ Further, as a best practice, they should leave the room and not participate in the salient part of the Board meeting.

⁵ *Gray v. New Augarita Porcupine Mines Ltd.*, 1952 CarswellOnt 412 (Jud. Com. of Privy Coun.)

⁶ Section 141(5) of the CNCA

Engineers Canada Board of Directors action log

	Meeting date	Action	Responsible	Due date	Update
		<i>There are no current outstanding actions</i>			

Last updated: November 24, 2025		Andrew Lockwood	Amy Arsenault	Anjum Mullick	Jean-Luc Martel	Jitendra Pallwal	Lisa Doig	Sophie Larivière	Mantha Nick	Colucci	Tim Kirkby	Mehelika Mekombha	Chrisopher Dixon	Christopher Chahine	Ann English	Denise Pothier	Sudhir Jha	Tim Joseph	Elliot Coles	Mario Rose	Darlene Spracklin	Reid Marisa	Stefanie Nicolas	Turgeon John Van der Put	Mike Winch
Board Meetings																									
	June 16, Hybrid (Waterton, AB)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	October 9, (Ottawa, ON)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CEAB																									
	September 19-20, Saskatoon, SK		✓					✓						*										✓	
CEAB -- Policies and Procedures Committee																									
	July 17, virtual		✓											✓											
	October 30, virtual		✓											✓											
	November 19, Toronto, ON		✓											✓											
CEAB -- Accountability in Accreditation Committee																									
	June 9, virtual		✓																						
	July 23, virtual		✓																						
	July 25, virtual		✓																						
	July 30, virtual		✓																						
	October 29, virtual		✓																						
CEAB -- Nominations Sub-Committee																									
	August 25, 2025, electronically		✓				✓							✓											
CEQB																									
	July 25, Virtual															✓		✓						✓	
	September 21-22, Saskatoon, SK															*		✓						✓	
FAR Committee																									
	June 16, Hybrid (Waterton, AB)			✓		✓					✓		✓						✓			✓	✓		
	August 14, Virtual			✓		✓					✓		✓									✓	*	✓	
	October 23, Virtual			✓		✓					✓		✓									✓	*	✓	
Governance Committee																									
	June 16, Hybrid (Waterton, AB)	✓			✓				✓	✓		✓			✓			✓						✓	✓
	September 17, Virtual	✓			✓				*	✓		✓			✓									✓	✓
	November 12, Virtual	✓			✓				*	*		✓			✓						✓			✓	✓
HR Committee																									
	May 25, Hybrid (Vancouver, BC)						✓												✓	✓				✓	✓
	September 4, Virtual						✓																	✓	✓
	November 20, Virtual						✓												✓	✓				✓	✓
Governance Review Task Force																									
	January 15, Virtual							✓												✓				✓	✓
	March 14, Virtual							✓												✓				✓	✓
	April 23, Virtual							✓												✓				✓	✓
	June 9, Virtual							*												✓				✓	✓
	September 9, Virtual							✓												✓				✓	✓
	October 20, Virtual							✓												*				✓	✓
	November 4, Virtual							✓												✓				✓	✓
Attendance Required		✓																							
Attendance Not Required / Completed		✓																							
Attendance for Partial Meeting / In progress		✓																							
Attendance required, regrets		*																							
Not applicable		-																							

MINUTES OF THE 235th ENGINEERS CANADA BOARD MEETING

October 9, 2025, 9:00am-5:00pm (ET)

Hybrid meeting: Lord Elgin Ottawa Hotel, Ottawa, ON | Zoom

The following Directors were in attendance:	
J. Van der Put, Chair D. Spracklin-Reid, President-Elect M. Wrinch, Past President A. Arenja C. Chahine E. Coles N. Colucci C. Dixon L. Doig A. English S. Jha T. Joseph	T. Kirkby S. Larivière-Mantha A. Lockwood J. Martel M. Mekomba (virtual) A. Mullick J. Paliwal (virtual) D. Pothier (virtual) M. Rose M. Sterling N. Turgeon (virtual)
The following Directors sent regrets:	
The following CEO Group Advisor was in attendance:	
P. Mann, Chair, CEO Group	
The following Direct Reports to the Board were in attendance:	
S. Inchasi, Chair, CEQB R. Gosine, Chair, CEAB	P. Rizcallah, CEO L. Go, General Counsel and Corporate Secretary
The following observers were in attendance:	
Shawn Amberman, President, EGNB David Amorim, President, EGMB Christian Bellini, Chair, Governance Review Task Force Kathryn Cosgrove, consultant, Cosgrove Lia Daborn, CEO, APEGNB Ian Farthing, President, APEGS Jackie Fisher, VPE, CFES Michael Gregoire, CEO, Engineers Geoscientists MB Paul Guy, President, NAPEG Stormy Holmes, Executive Director & Registrar, APEGS (virtual) Jim Landrigan, Engineers PEI, Executive Director / Registrar	Roddy MacDonald, consultant, Cosgrove Adam Mackenzie, President, Engineers PEI Wendy Morrison, Executive Director & Deputy Registrar, Engineers Yukon Mark Porter, President, EGBC Libby Osgood, VP, Engineers PEI Bernard Roy, VP, APEGNB Terri Steeves, President, APEGA Adam Wallace, President, Engineers Yukon Mary Wells, Chair, EDC (virtual) Paul Wynnyk, CEO, APEGA
The following staff were in attendance:	
Joan Bard Miller, Manager, Governance, Board Services Kim Bouffard, Manager, Belonging and Engagement (virtual, item 4.7) Juliet Chou, Governance Coordinator Megan Falle, Manager, Regulatory Liaison (virtual) Derek Menard, CFO Trina Hubley, Vice-President, Regulatory Affairs Ryan Melsom, Secretary, CEQB (virtual)	Kyle Smith, Manager, Regulatory Research and International Mobility (virtual, items 4.1-5) Jeanette Southwood, EVP, Corporate Affairs & Strategic Partnerships Heidi Theelen, Director, Strategic Planning and Organizational Excellence (virtual) Mya Warken, Secretary, CEAB (virtual)

1. Opening

1.1 Call to order and approval of agenda

J. Van der Put, President, Engineers Canada, called the meeting to order at 9:01am ET. Participants were welcomed and the land was acknowledged.

Motion 2025-10-1D

Moved and seconded

THAT the agenda be approved and the President be authorized to modify the order of discussion.

Carried

Meeting rules and norms were reviewed, as included in the agenda book.

J. Van der Put shared a diversity moment, focussed on Gender Equality Week and Women's History Month.

1.2 Declaration of conflict of interest

No conflicts were declared. Participants were reminded to declare a conflict at any time during the meeting, as necessary.

1.3 Review of previous Board meeting

J. Van der Put referred the Board to the *Action item* and *Board attendance* lists from the last meeting, that were circulated for information.

2. Consent agenda

2.1 Approval of minutes

- a) THAT the minutes of the May 23, 2025 Board meeting be approved.
- b) THAT the minutes of the June 16, 2025 Board meeting be approved.

2.2 Committee reports

- a) Finance, Audit, and Risk Committee
- b) Governance Committee
- c) Human Resources Committee

2.3 Approval of committee work plans

- a) THAT the Board approve the 2025-2026 Finance, Audit, and Risk Committee work plan.
- b) THAT the Board approve the 2025-2026 Governance Committee work plan.
- c) THAT the Board approve the 2025-2026 Human Resources Committee work plan.

2.4 CEAB and CEQB volunteer recruitment and succession plan

- a) THAT the Board approve the 2025-2026 CEAB volunteer recruitment and succession plan.
- b) THAT the Board approve the 2025-2026 CEQB volunteer recruitment and succession plan.

2.5 Legislative compliance certificate

2.6 Annual advocacy report

2.7 Extension of the evaluation date for the Temporary exemption for students going on international exchange

THAT the Board, on recommendation of the CEAB, amend the re-evaluation date to 2029 for the Temporary exemption for students going on international exchange.

Motion 2025-10-2D

Moved and seconded

THAT consent agenda items 2.1 to 2.7 be approved.

Carried

3. Executive reports

3.1 President's report

J. Van der Put updated the Board on his Engineers Canada-related activities since the previous Board meeting, as per his pre-circulated slides, and responded to questions.

3.2 CEO update

P. Rizcallah presented his pre-circulated slides highlighting operational work undertaken since the June 2025 Board meeting and a snapshot of the organization's financial health. Rizcallah then responded to questions.

3.3 Q2 Interim Strategic Plan reporting

P. Rizcallah referred to the Q2 interim strategic performance report that had been pre-circulated and opened the floor to questions.

3.4 Realizing FEA

J. Van der Put referred to three motions proposed to advance the recommendations in the Futures of Engineering Accreditation *Path Forward Report*. Van der Put then invited P. Rizcallah and T. Hubley, Vice-President, Regulatory Affairs, to introduce each motion separately, as described in the pre-circulated briefing note, and answer clarifying questions.

The Board had a fulsome discussion of the proposal referred to as "Motion 1" in the briefing note. It was confirmed that key interest holders, notably the Regulators and students, will be engaged. It was also suggested that the CEO Group would provide the CEAB and Board with a letter in winter 2026, on the role of professional engineers in undergraduate programs. Recognizing the benefits of engaging the CEAB to develop changes to accreditation criteria given its expertise, and understanding that it would be kept apprised of the CEAB's progress, the Board passed the following:

Motion 2025-10-3D

Moved and seconded

THAT the Engineers Canada Board task the Canadian Engineering Accreditation Board (CEAB) to develop and recommend for Board approval appropriate changes to accreditation

criteria pursuant to Recommendations 7, 8, and 9 of the Futures of Engineering Accreditation Path Forward Report. The CEAB shall report back to the Board with proposed changes and implementation plans for consideration at a future meeting.

Carried

The Board engaged in a robust discussion of the proposal to deliver a large-scale summit of interest holders in September 2026, outlined as “Motion 2” in the briefing note. Concerns were raised regarding the proposed summit’s associated value, cost, and duration, the effectiveness of involving a large number of interest holders, and the resulting delay in decisions about outcomes-focused accreditation. The Board otherwise noted the value of consensus building amongst interest holders and suggested that a smaller, more targeted gathering may be more effective.

Motion 2025-10-4D

Moved and seconded

THAT the Engineers Canada Board approve an outcomes-focused accreditation summit in September 2026 (ref. FEA Path Forward Report recommendations 4, 5, and 6: Outcomes Focused Accreditation).

Defeated

The Board was in support of the proposal described as “Motion 3” in the briefing materials, which actions work considered foundational to evolving engineering accreditation.

Motion 2025-10-5D

Moved and seconded

THAT the Engineers Canada Board approve future work by Engineers Canada staff and others (as applicable) on FEA Path Forward Report recommendations 11, 14, 17, and 18 (Return on Investments, Change Management, Industry Engagement, and Core Values).

Carried

3.5 CEO Group report

P. Mann, CEO Group Advisor to the Board, reported on the CEO Group’s meeting held on October 7-8, 2025, and answered questions from the Board.

3.6 Advancing collaboration and harmonization

P. Rizcallah provided the Board with an update on efforts to support collaboration and harmonization amongst the Regulators, as outlined in the pre-circulated briefing note.

A brief discussion ensued with interest expressed in ensuring that cyber security is appropriately addressed in database modernization efforts.

3.7 Presidents Group report

S. Larivière-Mantha, President, OIQ, reported on the President Group’s meeting held on the day prior and answered questions from the Board. Larivière-Mantha invited C. Bellini, Chair, Governance Review Task Force, to respond to questions about the governance review.

4. Board business / required decisions

4.1 Committee updates, as required

No updates were provided.

4.2 Draft budget

M. Sterling, Finance, Audit and Risk (FAR) Committee Chair, presented the 2026 draft budget and 2028 Per Capita Assessment fee (PCAF) recommendation; and summarized the FAR Committee's consideration of these items. It was noted that feedback on whether the draft budget would support the Canadian Engineering Accreditation Board and Canadian Engineering Qualifications Board's work plans would be considered at the next FAR Committee meeting.

The Board discussed managing expenses, balancing the budget (operating and strategic direction spending) and simplifying the process to set the PCAF. It was suggested that the FAR Committee, in coordination with the Governance Committee, consider the process and implications of setting the annual PCAF increases to match inflation.

The Board did not propose any modifications to the 2026 draft budget or the 2028 PCAF recommendation. Both items are scheduled for further review by the FAR Committee on October 23, 2025. The committee will make its final recommendations to the Board for approval on December 8, 2025.

4.3 Governance Review Task Force

C. Bellini, Governance Review Task Force Chair, provided an update on Governance review activities and opened the floor to questions.

4.4 CEAB

R. Gosine, CEAB Chair, provided an update on CEAB activities, using on the pre-circulated slides. Questions about Gosine's presentation and the CEAB's draft 2026 work plan that had been pre-circulated were asked and answered.

4.5 CEQB

S. Inchasi, CEQB Chair, provided an update on behalf of the CEQB and presented the proposed 2026 work plan that would be considered for approval in December. Both items were pre-circulated. Inchasi fielded questions.

It was suggested that the CEQB consider establishing benchmarks and tracking Regulator uptake of its documents for reporting to the Board.

4.6 CEQB products

S. Inchasi presented two CEQB products that had been pre-circulated for Board approval.

A discussion ensued with focus on the risks outlined in the briefing materials.

Motion 2025-10-6D

Moved and seconded

THAT the Board, on recommendation of the CEQB, approve the revised Regulator Guideline on the Practice of Engineering (members-only distribution)

Carried

Motion 2025-10-7D

Moved and seconded

THAT the Board, on recommendation of the CEQB, approve the revised Regulator Guideline on the Academic Assessment of Non-CEAB Applicants (members-only distribution)

Carried

4.7 Board's 30 by 30 Champion

T. Joseph and A. Mullick provided an update on behalf of the 30 by 30 network and invited the Board to consider whether it should develop and adopt an inclusivity statement.

The Board engaged in a fulsome discussion on whether the statement could serve as a guiding document and if it would duplicate existing statements (e.g., policies, organizational values). Further consideration of a potential statement will take place at the December Board meeting.

5. Next meetings

The next Board meetings are scheduled as follows:

- December 8, 2025 (virtual)
- February 27, 2026 (Toronto, ON)
- April 8, 2026 (virtual)
- May 22, 2026 (Calgary, AB)
- June 15, 2026 (Port Rexton, NL)

6. In-camera sessions

6.1 Board Directors and Direct Reports

Motion 2025-10-7D

Moved and seconded

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, Engineers Canada CEO, the chairs of the CEAB and CEQB, the Secretary, and the CEO Group Advisor.

Carried

6.2 Board Directors and CEO

Motion 2025-10-8D

Moved and seconded

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, the Engineers Canada CEO.

Carried

6.3 Board Directors only

Motion 2025-10-9D

Moved and seconded

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors.

Carried

7. Closing

With no further business to address, the meeting closed at 5:15pm ET.

Minutes prepared by J. Bard Miller, Manager, Governance and Board Services for:

John Van der Put, FEC, FGC (Hon.), P.Eng., President

Light Go, General Counsel and Corporate Secretary

BRIEFING NOTE: For information

FAR Committee report		2.2a
Purpose:	To review the FAR Committee contributions since the October 9, 2025, Board meeting.	
Link to the Strategic Plan/Purposes:	Board responsibility: Provides financial oversight. Board responsibility: Provides risk identification and oversight.	
Link to Corporate Risk Profile:	Reduced long term financial viability (Board risk)	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Marisa Sterling, Chair, FAR Committee	

Background

- The Finance, Audit, and Risk (FAR) Committee enhances the Board's effectiveness and efficiency on matters related to financial, audit, and risk management policies and monitoring.
- On October 9, 2025, the Board approved the FAR Committee's 2025-2026 work plan based on the responsibilities outlined in Board policy 6.4, *Finance, Audit, and Risk Committee terms of reference*.
- At each Board meeting, the FAR Committee Chair provides an update on the committee's work since the last Board meeting.

Status update

- As set out in its workplan, the FAR Committee met on October 23, 2025, to:
 - finalize the draft budget and Per Capita Assessment fee (PCAF) recommendation to the Board, and
 - review the risk register.
- Additionally, at the Governance Committee's request, the FAR Committee considered further revisions to Board policy 7.12, *Net assets*.
- Moreover, the committee briefly considered the Board's discussion in October about the current process to set the PCAF. The committee recognized that before putting any proposal forward, time is needed to understand the rationale for the current process, and the pros and cons of alternative processes such as aligning the fee with inflation. Furthermore, a review of this process would require Member consultation and a recommendation from the Governance Committee to change the bylaw.

Next steps

- Under item 4.2 of the current meeting agenda, the Chair will present the final draft 2026 budget and 2028 PCAF recommendation.
- The FAR Committee will meet next on December 12 to complete the responsibilities set out in its work plan and further discussion of the process to set the PCAF.

Appendix

- **Appendix 1:** Updated Finance, Audit, and Risk Committee work plan

Board responsibilities (Board policy 4.1) / FAR Committee responsibilities (Board policies 6.4)	Board / committee / task force	Occurrence	16-Jun-25	14-Aug-25	23-Oct-25	12-Dec-25	23-Feb-26	6-Mar-26	8-May-26
(2) Provides ongoing strategic direction for Engineers Canada									
Conduct in-depth analysis of the Board's strategic risks and make recommendations of acceptable mitigation strategies, residual risks, and required actions to the Board as an input to each new Strategic Plan	FAR Committee	Every 5 years	--	--	--	--	--	--	--
Work with staff to develop a Strategic Plan that considers merging trends and Board risks	Board	Every 5 years							
(5) Provides financial oversight									
Annually, review and approve the CEO's budget envelope assumptions.	FAR Committee	Annually	✓						
Annually, review the CEO's draft budget and make recommendations to the Board.	FAR Committee	Annually		✓	✓				
Ensures that the annual budget is developed to align with priorities established by the Board	Board	Annually			✓				
Approves the annual budget	Board	Annually							
Review the CEO's quarterly financial reports and make recommendations to the Board, as necessary.	FAR Committee	Quarterly		✓					
Review the investment reports (prepared by a third-party advisor) at least annually and make recommendations to the Board, as necessary.	FAR Committee	Annually							
Monitor financial performance	Board	Ongoing							
Confirming the scope of the audit, which shall include a review of the key financial processes.	FAR Committee	Annually							
Providing an annual report to the Board regarding the audited financial statements and any significant information rising from discussions with the auditor.	FAR Committee	Annually							
Approve the audited financial statements	Board								
Providing an annual report to the Members with: A) The Board's approval of the audited financial statements, B) A summary of the auditor's observations together with Engineers Canada staff response, and C) The Board's recommendation for the appointment of the following year's auditor.	FAR Committee	Annually							

Board responsibilities (Board policy 4.1) / FAR Committee responsibilities (Board policies 6.4)	Board / committee / task force	Occurrence	16-Jun-25	14-Aug-25	23-Oct-25	12-Dec-25	23-Feb-26	6-Mar-26	8-May-26
Conducting a comprehensive review of the auditor at least every five years. The outcome of this review is a recommendation to either retain the audit firm or select an alternative audit firm.	FAR Committee	Every 5 years	--	--	--	--	--	--	--
Providing information to the Board, as provided by the auditor, on significant new developments in accounting principles or relevant rulings of regulatory bodies with implications for the Board's financial policies.	FAR Committee	As required							
Review and update the Board on finance-related matters, such as internal financial controls and finance-related policies and procedures, as necessary	FAR Committee	Annually							
Conduct an annual review of any new long-term procurement contracts that extend beyond five years with a value that exceeds \$100,000 per annum.	FAR Committee	Annually							
Review and recommend changes to the Board's investment policy.	FAR Committee	Biennially							
Approve policies to ensure that proper financial controls are in place	Board	As required							
Review policies related to the FAR Committee's work and make recommendations to the Governance Committee (not prescribed in BP 6.4).	FAR Committee	As required		✓					
Complete an annual review of the Corporate Risk Profile before it is shared with the Board, generally in May, or whenever significant changes occur.	FAR Committee	Annually							
Ensure risk management systems are in place that reflect the Board's risk tolerance and direct Board-approved mitigation strategies	Board	Annually							
Review on a quarterly basis any changes to the Board and operational risk registers, as applicable, and report anything of significance to the Board.	FAR Committee	Quarterly		✓ Overview & discussion	✓ Check-in	As needed		Deep dive	
Monitor known risks and identifying potential risks to the organization	Board	Ongoing							
Additional work / authorities									
The FAR Committee has the authority to meet independently with the external auditor.	FAR Committee	As required							
The Chair of the FAR Committee has the authority to meet independently with Engineers Canada's Director, Finance.	FAR Committee	As required							

Board responsibilities (Board policy 4.1) / FAR Committee responsibilities (Board policies 6.4)	Board / committee / task force	Occurrence	16-Jun-25	14-Aug-25	23-Oct-25	12-Dec-25	23-Feb-26	6-Mar-26	8-May-26
Consider recommending to the Board/Members special assessment fees to fund special projects.	FAR Committee	As required			Not required				
Included in annual work plan		Partially completed as per annual work plan	✓						
Completed as per annual work plan	✓	Not completed	✗						
Completed in addition to the annual work plan	✓	Not applicable	--						

BRIEFING NOTE: For information

Governance Committee report		2.2b
Purpose:	To review the Governance Committee contributions since the October 9, 2025, Board meeting.	
Link to the Strategic Plan/Purposes:	<p>Board responsibility: Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.</p> <p>Board responsibility: Ensures that policies and processes are established to monitor and enhance Board effectiveness.</p>	
Link to Corporate Risk Profile:	Decreased confidence in governance functions (Board risk)	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Denise Pothier, Chair, Governance Committee	

Background

- The Governance Committee is tasked to enhance the Board's effectiveness and efficiency on matters relating to Board governance principles and policies and to fulfill its Board responsibility *to ensure the development and periodic review of Board policies*.
- On October 9, 2025, the Board approved the Governance Committee's 2025-2026 work plan based on the responsibilities outlined in Board policy 6.8, *Governance Committee terms of reference*.
- At each Board meeting, the Governance Committee Chair provides an update on the committee's work since the last Board meeting.

Status update

- The Governance Committee met on November 12, 2025, to:
 - Discuss the intersection of its work with that of the Governance Review Task Force (GRTF),
 - Complete a second review of select policies, and
 - Further discuss the ESG policy, as part of the 2025-2029 Strategic Plan.
- During the meeting, the committee received an update from the GRTF chair and offered its support for the review.
- The committee also formed a small working group to further develop environmental sustainability statements for inclusion in the Board's policy manual.

Next steps

- The Board is asked to approve select policies under item 4.4 of the current agenda.
- The Governance Committee is due to meet next March to complete the remaining responsibilities set out in its work plan.

Appendix

- **Appendix 1:** Governance Committee work plan

Board responsibilities (Board policy 4.1) / Governance Committee responsibilities (Board policy 6.8)	Board / committee / task force	Occurrence	16/Jun/25	17/Sep/25	12/Nov/25	12/Mar/25
(3) Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.						
Review and maintain the currency and relevance of Board policies and governance documents	Governance Committee	4 times per year	✓	✓	✓	
Review and make recommendations on the currency and relevance of the Bylaws and Articles of Continuance	Governance Committee	Annually		✓		
(9) Ensures that policies and processes are established to monitor and enhance Board effectiveness.						
Make recommendations for Board education related to governance and Board effectiveness	Governance Committee	Annually				
Undertake such research or reviews as may be assigned by the Board	Governance Committee	As required				
Conduct a periodic survey of Regulators and Directors to evaluate the effectiveness of Board governance and operations and develop action plans to address any required improvements	Governance Committee	As required				
To make editorial changes to Board policies such as the correction of typographical and grammatical errors, to ensure the consistent use of terminology and plain language, and to update references	Governance Committee	As required				
Included in annual work plan						
Completed as per annual work plan	✓					
Completed in addition to the annual work plan	✓					
Partially completed as per annual work plan	✓					
Not completed	x					
Not applicable	--					

BRIEFING NOTE: For information

Human Resources Committee report		2.2c
Purpose:	To review the Human Resources (HR) Committee contributions since the October 9, 2025, Board meeting.	
Link to the Strategic Plan/Purposes:	Board responsibility: Hires, supports, and evaluates the CEO so that they are better able to further Engineers Canada's purposes and achieve its vision. Board responsibility: Ensures that policies and processes are established to monitor and enhance Board effectiveness.	
Link to Corporate Risk Profile:	Decreased confidence in governance functions (Board risk) Reduced long term financial viability (Board risk)	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Marlo Rose, Chair, HR Committee	

Background

- The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by overseeing the timely delivery of the Director onboarding and development program and monitoring and assessing the performance of the Board, Board committees, Directors, and the CEO so that Engineers Canada can deliver on its mandate.
- On October 9, 2025, the Board approved the HR Committee's 2025-2026 work plan based on the responsibilities outlined in Board policy 6.12, *Human Resources Committee terms of reference*.
- At each Board meeting, the HR Committee Chair provides an update on the committee's work since the last Board meeting.

Status update

- As indicated in the attached work plan, the HR Committee completed several of its responsibilities at its November 20, 2025, meeting.
- Of note from that meeting, the HR Committee decided to pause the annual Board assessment during Engineers Canada's governance review. The annual Director self- and peer-assessments will continue as usual following the February Board meeting, in keeping with Board policy 4.13, *Individual Director assessment*.

Next steps

- The HR Committee will meet in December to finalize the CEO's 2025 annual assessment and short-term incentive (STI) recommendation, which will be brought to the Board in February.

Appendix

- **Appendix 1:** Human Resources Committee work plan

Board responsibilities (Board policy 4.1) / HR Committee responsibilities (Board policy 6.12)	Board / committee / task force	Occurrence	24-May-25	16-Jun-25	4-Sep-25	20-Nov-25	11-Dec-25	27-Feb-26	1-Apr-26
(3) Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.									
Annually review policies which provide for the sound management of Engineers Canada's volunteers and personnel	HR Committee	Annually			✓				
(4) Hires, supports, and evaluates the CEO so that they are better able to further Engineers Canada's purposes and achieve its vision. If necessary, the Board has the authority to dismiss the CEO.									
Recommend to the Board for approval membership of a CEO Search Committee, when required. The CEO Search Committee's membership may align with that of the HR Committee.	HR Committee	As required	--	--	--	--	--	--	--
Annually review succession plans for the CEO Annually confirm that the CEO has prepared succession plans for their direct reports	HR Committee	Annually			✓				
Review and recommend annual objectives for the CEO to the Board	HR Committee	Annually			✓ Review draft objectives	✓ Recommend to Board			
Consider for approval the annual CEO objectives	Board	Annually							
Conduct regular CEO assessments and make recommendations to the Board regarding annual CEO compensation	HR Committee	Annually			✓ Select consultant	✓ Performance reporting	Assessment		
Review results of the employee engagement survey	HR Committee	Every 3 years							
Consider for approval the annual short-term incentive	Board	Annually							

Board responsibilities (Board policy 4.1) / HR Committee responsibilities (Board policy 6.12)	Board / committee / task force	Occurrence	24-May-25	16-Jun-25	4-Sep-25	20-Nov-25	11-Dec-25	27-Feb-26	1-Apr-26
(9) Ensures that policies and processes are established to monitor and enhance Board effectiveness.									
Approve the structure and content of the annual Board, Director and Chair performance surveys, as per Board policies 4.12, Board assessments, and 4.13, Individual Director assessment, and 6.2, Board, committee, and task force chair assessment.	HR Committee	Annually for each assessment			✓ Chair	✓ Board / Director			
Review the results of the annual Board assessments and report anything of significance to the Board.	HR Committee	Annually							
Establish, administer, and annually review competency profiles for the Board, individual Directors, and chairs and consider Board and committee succession planning	HR Committee	Annually			✓				
Provide oversight of the Director onboarding and development program	HR Committee	Annually							
The Board may seek support from committees and task forces to deliver these responsibilities.									
Nominate new committee members and recommend committee chairs annually, as per Board policy 6.1, Board Committees and Task Forces	HR Committee	As required	✓						
Consider nominations for approval	Board	As required	✓	✓					
Additional work / authorities									
Approve budget for and recruitment of external resources to assist with HR Committee responsibilities	HR Committee	Annually	✓						
Check in on progress against CEO objectives for the year	HR Committee	Quarterly			✓	✓			
Included in annual work plan		Not completed							
Completed as per annual work plan	✓	Not applicable							
Completed in addition to the annual work plan	✓								
Partially completed as per annual work plan	✓								

BRIEFING NOTE: For information

Canadian Engineering Accreditation Board (CEAB) report		2.2d
Purpose:	To review the CEAB contributions since the October 9, 2025, Board meeting.	
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs Core purpose 7: Managing risks and opportunities associated with mobility of work and practitioners internationally	
Link to Corporate Risk Profile:	Accreditation (Board risk)	
Prepared by:	Mya Warken, Manager, Accreditation and CEAB Secretary	
Presented by:	Ray Gosine, CEAB Chair	

Background

- The CEAB performs assessments of academic engineering programs to determine if they meet accreditation criteria approved by the Board. It grants accreditation to those programs that meet the criteria. They also produce information needed for the Board to make decisions on matters relating to engineering education both in Canada and in other countries.
- On February 28, 2025, the Board approved the CEAB's 2025 work plan based on the responsibilities outlined in Board policy 6.9, Canadian Engineering Accreditation Board (CEAB).
- At each Board meeting, the CEAB provides an update on the committee's work since the last Board meeting.

Status update

- In October and November, 88 volunteers participated in 10 accreditation visits to 58 programs across Canada.
- The consultation on revisions to the CEAB's Regulations for granting transfer credits occurred October 15-November 26. It is proposed that a new clause (2.3.3) be added to the Regulations stipulating that, for students admitted to accredited undergraduate engineering programs from 3-year technical CEGEP programs, up to 112 complementary studies accreditation units (AUs) can be transferred without a validation procedure. [Read more about this work.](#)
- The penultimate version of the new procedures related to focused visits was considered by the Policies and Procedures (P&P) Committee in October. The final version will be brought to the CEAB in February 2026.
- The P&P Committee and Engineering Deans Canada's Deans' Liaison Committee (DLC) held a session in November focused on defining the purpose and outcomes of "substantial and meaningful student involvement with licensed professionals". The outcomes of that meeting are:
 - A statement defining the purpose for substantial and meaningful student involvement with licensed professionals;
 - Potential accreditation criteria amendments required for alignment with the statement and relevant Futures of Engineering Accreditation (FEA) Path Forward Report recommendations; and
 - An outline for a revised *Interpretive statement of licensure expectations and requirements*.

Next steps

- The CEAB will next meet virtually February 7-8, 2026

Appendix

- **Appendix 1:** CEAB 2025 work plan

CEAB work plan 2025

Item		
Accreditation decisions (approved December 2024)	Visit date	Decision date (2025)
Royal Military College (1 program)	October 27-29, 2024	June
Université du Québec à Rimouski (3 programs)	October 27-29, 2024	June
Concordia University (8 programs)	November 3-5, 2024	June
University of British Columbia (9 programs)	November 3-5, 2024	June
University of Ottawa (7 programs)	November 10-12, 2024	June
Université de Sherbrooke (2 programs)	November 10-12, 2024	June
Toronto Metropolitan University (8 programs)	November 10-12, 2024	June
Western University (4 programs)	November 17-19, 2024	June
York University (5 programs)	November 18-19, 2024	June
University of Calgary (6 programs)	November 24-26, 2024	June
McMaster University (8 programs)	November 24-26, 2024	June
University of Windsor (5 programs)	January 19-21, 2025	June
University of Guelph (7 programs)	January 26-28, 2025	June
Laurentian University (3 programs)	February 9-11, 2025	June
Queen's University (11 programs, including one new program)	February 9-11, 2025	June
Université du Québec à Trois-Rivières (1 program)	February 16-18, 2025	June
Conestoga College (1 program)	February 19-21, 2025	June
Université du Québec en Abitibi-Témiscamingue (3 programs)	February 23-25, 2025	June
University of Ontario Institute of Technology (3 programs)	March 2-4, 2025	June
Algonquin College (1 new program)	June 8-10, 2025	September
Seneca College (1 new program)	June 11-13, 2025	September
International monitoring (approved December 2024)	Participant(s)	Date
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June 8-13 Merida, Mexico
Ongoing operational work	Responsible	Due date
Implement Tandem for accreditation (Engineers Canada's new web-based data management system).	Policies and Procedures Committee CEAB members	Ongoing
Accountability in Accreditation (AinA) <ul style="list-style-type: none"> Study and prioritize the findings from the 2024 report Collect data for the 2025 report 	AinA Committee P&P Committee CEAB	Ongoing
Procedural work	Responsible	Due date
Consider final recommendations to close gaps in the <i>Interpretive statement on curriculum content for options and dual discipline programs</i> .	P&P Committee	April (continued from 2024)
Reconcile the Questionnaire, GA/CI rubrics, and accreditation criteria regarding the necessity for programs to classify the instructional level of content relating to one or more graduate attribute in each course across progression categories introductory (I), intermediate development (D), and advanced application (A) (complements FEA recommendation 4: Mandate a shift to outcomes-focused accreditation).	P&P Committee CEAB	December
Study trends in Graduate Attribute and Continual Improvement criteria compliance and findings to identify where the CEAB should take action (complements FEA recommendation 4: Mandate a shift to outcomes-focused accreditation)	CEAB	December (continued from 2024)

focused accreditation).		
Develop more robust procedures related to ‘focused visits.’	P&P Committee CEAB	December
Policy and criteria work	Responsible	Due date
Consider adding a new clause to “Appendix 1” of the CEAB Accreditation Criteria and Procedures book, “Regulations for granting transfer credits,” to stipulate that up to 112 Accreditation Units (AUs) can be allocated without a validation procedure for complementary studies at 3-year technical CEGEP programs.	P&P Committee CEAB	June
Action recommendations from the CEAB thought paper: <i>Reconsideration of Specific AUs in the assessment of engineering programs</i> (complements FEA recommendation 8: alternate ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals; Engineering Deans Canada members have identified this as a priority).	P&P Committee CEAB Engineers Canada Board	December
2025-2029 Strategic plan	Responsible	Due date
Monitor and contribute to the <i>Realizing accreditation and academic assessments</i> strategic direction when/how requested.	CEAB members	Ongoing

BRIEFING NOTE: For information

Canadian Engineering Qualifications Board (CEQB) report		2.2e
Purpose:	To review the CEAB contributions since the October 9, 2025, Board meeting.	
Link to the Strategic Plan/Purposes:	Core purpose 3: Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.	
Link to Corporate Risk Profile:	Diminished National Collaboration (Board risk)	
Prepared by:	Ryan Melsom, CEQB Secretary	
Presented by:	Sam Inchasi, CEQB Chair	

Background

- The CEQB is tasked with providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
- On December 9, 2024, the Board approved the CEQB's 2025 work plan based on the responsibilities outlined in Board policy 6.10, *Canadian Engineering Qualifications Board (CEQB)*.
- At each Board meeting, the CEQB provides an update on the committee's work since the last Board meeting.

Status update

- On September 22, the CEQB held a workshop to support development of a Guideline on managing challenging complaints. This work was assigned to the CEQB as part of its regulator-consulted 2025 work plan.
- On October 6, CEQB held a virtual workshop to support the development of an attributes matrix to be used by the CEQB Nominations Committee. This work is intended to help the CEQB achieve the 50-30 targets laid out in Policy 6.10, and to ensure that the CEQB has the competencies required to successfully achieve its objectives.
- A draft Guideline on the ethical development and use of groundbreaking technologies was approved by the CEQB in September and sent for regulator consultation in October. The document is expected to be presented for Board approval in May 2026.
- On October 16, the CEQB Executive Committee submitted a letter to the President, CEO, and Governance Review Chair intended to help identify potential volunteer-related risks surrounding changes to the Engineers Canada reporting structure. CEQB remains committed to supporting good governance in the organization and is eager to collaborate on solutions.
- CEQB is developing KPIs to gauge the performance of its products.

Next steps

- CEQB will next meet virtually on January 21, 2026.

Appendix

- **Appendix 1: CEQB work plan**

CEQB work plan 2025

As mandated by the purposes of Engineers Canada, the Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada. The purpose of this document is to highlight current 2024 priorities that will be carried forward in 2025 and propose 2025 priorities based on received feedback from officials' groups.

A. Priorities carried forward from previous years

Item	Requested by	Work plan	Anticipated completion
Creating a new Engineers Canada paper on emerging disciplines	NAOG, NPOG	2023	May 2025
Creating a new Engineers Canada paper on the ethical use of groundbreaking technologies	NPOG	2024	October 2025
Review of the 2012 Public guideline on the practice of engineering in Canada	NPOG	2024	May 2025
Review of 2018 Regulators guideline on academic assessment of non-CEAB applicants	NAOG	2024	May 2025

B. Additional 2025 priorities

Item	Requested by	Date of request	Anticipated completion
Review of the 2018 Public guideline on qualified persons in demand-side legislation	NPOG	2024	October 2026
New Guideline on regulatory engineers and public accountability (contingent on previous item)	NPOG	2024	May 2027
CEQB also plans to take on substantial outreach activities based on 2024-5 work, including the development of short-format resources, conference presentations, and interest holder engagement.	CEQB, NAOG, NDEOG	2024	December 2025

C. Ongoing review of examinations syllabi and associated textbooks

Item	Anticipated completion
2016 Naval Architectural engineering syllabus	January 2025
2018 Mining and mineral processing engineering syllabus	January 2025
2017 Computer engineering syllabus	July 2025

D. New review of examinations syllabi and associated textbooks

Item	Anticipated completion
2018 Environmental engineering syllabus	January 2026
2018 Geological engineering syllabus	January 2026
2018 Geomatics engineering syllabus	January 2026

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) 2026 workplan		2.3a
Purpose:	To approve the 2026 CEAB workplan.	
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs Core purpose 7: International mobility	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<i>THAT the Board approve the 2026 CEAB workplan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation and Secretary, CEAB	
Presented by:	Ray Gosine, Chair, CEAB	

Problem/issue definition

- Board policy 6.9.1E requires the Canadian Engineering Accreditation Board (CEAB) to produce and maintain a workplan and to annually submit that workplan to the Engineers Canada Board for approval.

Proposed action/recommendation

- That the workplan be approved as presented. The plan includes accreditation visits and decisions, provision of advice to the Washington Accord delegation, and multi-year continual improvement activities approved in previous years' workplans.
- The plan also includes the item tasked by the Board in October 2025 to develop and recommend for Board approval appropriate changes to accreditation criteria pursuant to Recommendations 7, 8, and 9 of the Futures of Engineering Accreditation (FEA) Path Forward Report, as well as an implementation plan.
- Staff and volunteer resources required to execute the workplan have been considered, as well as the capacity for interest holders to collaborate on initiatives and/or participate in consultations.

Other options considered

- Undertake only operational work related to accreditation visits, the annual Accountability in Accreditation evaluation process, and the item tasked by the Board in October 2025. Doing so would abandon in-progress initiatives which were previously identified as priority items to address errors, flaws, and major inefficiencies in the accreditation system, including:
 - The development of procedures for 'focused visits' and for visits with satellite campuses and/or feeder institutions;
 - Amendments to the CEAB Regulations for granting complementary studies transfer credits from 3-year technical CEGEP programs; and
 - Finalizing the risk-based trajectory decision process and associated materials.

Risks

- Without having reviewed and approved the work plan, the Engineers Canada Board is unable to monitor the work of the CEAB, one of its Direct Reports, resulting in diminished Regulator confidence.
- If the workplan is not approved, there is a risk that accreditation visits are not completed and that interest holders become frustrated that the CEAB is not fulfilling their mandate. Also, there is a risk that CEAB volunteers might become disengaged, which could negatively affect the timeliness and quality of CEAB work.

Financial implications

- All workplan items are accounted for in the proposed 2026 budget.

Benefits

- The CEAB will fulfill its mandate to conduct accreditation business and develop and maintain accreditation criteria, policies, and procedures.

Consultation

- The draft workplan was discussed by the Board in October.
- The annual workplan is informed by:
 - The accreditation visit and Washington Accord decision schedules
 - Feedback from Engineering Deans Canada, Canadian Federation of Engineering Students, Regulators, and other interest holders
 - Results from the annual [Accountability in Accreditation report](#)
 - Changes to the engineering educational and/or accreditation environment
 - Multi-year initiatives or those which span two calendar years approved in previous years' workplans
 - Direction from the Engineers Canada Board and the Strategic Plan

Next steps

- CEAB to execute the work plan.

Appendix

- **Appendix 1:** 2026 CEAB work plan

CEAB work plan 2026

Item		
Accreditation decisions	Visit date	Decision date (2026)
Conestoga College Institute of Technology and Advanced Learning (2 programs)	February 22-24, 2026	June
Humber College Institute of Technology and Advanced Learning (3 new programs)	February 22-24, 2026	June
Royal Military College (5 programs)	October 26-28, 2025	June
Sheridan College (1 new program)	November 16-18, 2025	June
Simon Fraser University (1 program)	February 1-3, 2026	June
Université du Québec à Rimouski (1 program)	November 24-26, 2025	June
Université du Québec en Abitibi-Témiscamingue (3 programs)	TBD; Winter 2026	June
Université Laval (14 programs)	November 16-18, 2025	June
University of Alberta (9 programs)	October 19-21, 2025	June
University of British Columbia – Okanagan (4 programs)	November 2-4, 2025	June
University of Calgary (2 programs + 1 new program)	February 1-3, 2026	June
University of Manitoba (5 programs)	November 2-4, 2025	June
University of New Brunswick (7 programs)	November 22-25, 2025	June
University of Regina (2 programs + 1 new program)	January 25-27, 2026	June
University of Toronto (9 programs)	October 19-21, 2025	June
University of Victoria (1 program)	February 22-24, 2026	June
University of Western Ontario (3 programs)	November 16-18, 2025	June
International monitoring	Participant(s)	Date
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June 8-13 Capetown, South Africa
Ongoing operational work	Responsible	Due date
Implement Tandem for accreditation (Engineers Canada's new web-based data management system).	P&P Committee CEAB members	Ongoing
Accountability in Accreditation (AinA) <ul style="list-style-type: none"> Study and prioritize the findings from the 2025 report Collect data for the 2026 report 	AinA Committee P&P Committee CEAB	Ongoing
Procedural work	Responsible	Due date
Reconcile the Questionnaire, GA/CI rubrics, and accreditation criteria regarding the necessity for programs to classify the instructional level of content relating to one or more graduate attribute in each course across progression categories introductory (I), intermediate development (D), and advanced application (A) (complements FEA recommendation #4: Mandate a shift to outcomes-focused accreditation). (Work approved in 2025 workplan; Not started)	P&P Committee CEAB	December
Develop more robust procedures related to 'focused visits.' (Work approved in 2025 workplan; Started)	P&P Committee CEAB	April
Develop communication protocols for when institutions sunset accredited programs. (Work approved in 2025 workplan; Not started)	P&P Committee CEAB	April
Develop procedures for visits to programs with satellite campuses and/or feeder institutions. (Work approved in 2025 workplan; Started)	P&P Committee CEAB	April

Policy and criteria work	Responsible	Due date
Consider adding a new clause to “Appendix 1” of the CEAB Accreditation Criteria and Procedures book, “Regulations for granting transfer credits,” to stipulate that up to 112 Accreditation Units (AUs) can be allocated without a validation procedure for complementary studies at 3-year technical CEGEP programs. <i>(Work approved in 2025 workplan; Started)</i>	P&P Committee CEAB	April
Develop alternative ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals (complements FEA Path Forward Report recommendation #8; Engineering Deans Canada members have identified this as a priority). <i>(Work approved in 2025 workplan; Started)*</i>	P&P Committee CEAB Engineers Canada Board	October
Formalize the risk-based trajectory decision process and update associated policies, procedures, and templates. <i>(Work approved in 2024 workplan; Started)</i>	P&P Committee CEAB	April
2025-2029 Strategic plan	Responsible	Due date
Monitor and contribute to the <i>Realizing accreditation and academic assessments</i> strategic direction when/how requested.	CEAB members	Ongoing

*The high-level steps to complete this work might include:

- The CEAB and EDC endorse a joint statement defining the purpose and outcomes for substantial and meaningful student involvement with licensed engineers.
- The CEAB, in collaboration with EDC, to review the existing accreditation criteria in light of the purpose statement.
- The CEAB, in collaboration with EDC, revise accreditation criteria and develop an interpretive statement, providing HEIs and visiting teams with adequate latitude and flexibility to meet the accreditation criteria.
- Per Board Policy 9, Accreditation criteria and procedures report, the CEAB to consult with interest holders on revised criteria and the associated interpretive statement.
- The CEAB to recommend appropriate criteria changes to the Engineers Canada Board, informed by interest holder feedback, by October 2026.
- The CEAB to examine the *Temporary exemption for students going on international exchange* to determine an appropriate way forward in light of recommended criteria changes.

BRIEFING NOTE: For decision

Canadian Engineering Qualifications Board (CEQB) 2026 work plan		2.3b
Purpose:	To approve the 2026 CEQB work plan	
Link to the Strategic Plan/Purposes:	Core purpose 3: Providing services and tools	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<i>THAT the Board approves the 2026 CEQB work plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications, and Secretary, CEQB	
Presented by:	Sam Inchasi, Chair, CEQB	

Problem/issue definition

- As mandated by Engineers Canada's core purposes, the Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
- Board policy 6.10.1E(2) requires the Canadian Engineering Qualifications Board (CEQB) to produce and maintain a workplan and to annually submit that workplan to the Engineers Canada Board for approval.

Proposed action/recommendation

- That the work plan be approved.

Other options considered

- No other options were considered, as the work plan reflects feedback received directly from the Regulators.

Risks

- Without having reviewed and approved the work plan, the Engineers Canada Board is unable to monitor the work of the CEQB, one of its four (4) Direct Reports, resulting in diminished Regulator confidence.
- If the work plan is not approved, there is a risk that:
 - Regulators will be frustrated that Engineers Canada does not follow Regulators' guidance, which could negatively affect their responsiveness when providing consultation feedback and their use of CEQB products.
 - CEQB volunteers who have contributed to its development may also become disengaged, which could negatively impact the timelines and quality of products.

Financial implications

- All work plan items are accounted for in the proposed 2026 budget.

Benefits

- The CEQB will provide services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, facilitate mobility of practitioners within Canada, and serve the needs of Regulators.
- Engineers Canada's strategic and operational priorities relating to diversity of the profession specifically for women and Indigenous peoples will be advanced through the development of these guidelines.

Consultation

- The proposed 2026 CEQB Work plan has not substantively changed since its original presentation to the Board at its October meeting, as no further feedback was received between the time it was presented to the Board for information and the December Board meeting.

Next steps

- CEQB to execute the work plan.

Appendices

- **Appendix 1:** 2026 CEQB work plan

CEQB work plan 2026

As mandated by the purposes of Engineers Canada, the Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada. The purpose of this document is to highlight current 2025 priorities that will be carried forward in 2026 and propose 2026 priorities based on received feedback from officials' groups.

A. Priorities carried forward from previous years

Item	Requested by	Work plan	Anticipated completion
Review of the 2012 Public guideline on the practice of engineering in Canada	NPOG	2024	October 2025
Creating a new Engineers Canada paper on the ethical use of groundbreaking technologies	NPOG	2024	May 2026
Review of 2018 Regulators guideline on academic assessment of non-CEAB applicants	NAOG	2024	October 2025
New Guideline on Misuse of the Complaint Process (Replaces 2025 Review of Qualified Persons in Demand-Side Legislation)	NPOG, NDEOG	2025	May 2027
Outreach activities based on 2024-5 work, including the development of short-format resources, conference presentations, and interest holder engagement.	CEQB, NAOG, NPOG, NDEOG	2025	December 2025

B. Additional 2026 priorities

Item	Requested by	Date of request	Anticipated completion
Proposed New Guideline on the public conduct of engineers [from officials]	NPOG, NDEOG	2025	February 2028
Review of Regulators guideline on Assessment of engineering work experience using competency-based assessment	NAOG	2025	May 2027

C. Ongoing review of examinations syllabi and associated textbooks

Item	Anticipated completion
2018 Environmental engineering syllabus	April 2026
2018 Geological engineering syllabus	April 2026
2018 Geomatics engineering syllabus	April 2026

D. New review of examinations syllabi and associated textbooks

Item	Anticipated completion
2020 Civil engineering syllabus	April 2027
2020 Basic studies syllabus	April 2027
2017 Engineering physics syllabus	April 2027

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) leadership		2.4
Purpose:	To appoint the Vice-Chair, Chair, and Past Chair of the CEAB for the period July 1, 2026 to June 30, 2027.	
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<p><i>THAT the Board approve the appointment of the CEAB leadership for the period July 1, 2026 to June 30, 2027:</i></p> <p><i>a) John Allen (Al) Stewart as Vice-Chair</i></p> <p><i>b) Julius Pataky as Chair</i></p> <p><i>c) Ray Gosine as Past Chair</i></p>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation, and Secretary, CEAB	
Presented by:	Ann English, Director Appointee, CEAB	

Problem/issue definition

- As per Board Policy 6.9, *Canadian Engineering Accreditation Board (CEAB)*, subsection 6.9.4(2): “Following completion of their terms, the Vice-Chair becomes the Chair and the Chair becomes Past Chair, subject to the approval of the Engineers Canada Board.”
- The term for each of these positions is one year.
- Nominations and elections were carried out in accordance with policy 6.9, including securing confirmation of good standing from relevant regulator(s) and/or support for the nomination(s), as appropriate.

Proposed action/recommendation

- That the Board approve the nominations and appoint all members for the noted terms.

Other options considered

- None.

Risks

- Given that all nominees have been confirmed to be in good standing and/or have received their Regulator’s support, risk associated with the appointments has been mitigated.

Financial implications

- There are no financial implications associated with the appointments.

Benefits

- The CEAB will benefit from having a sustained high level of knowledge and experience in their leadership, who have the support of their members.

Consultation

- Regulator confirmation of good standing and/or support was received for all three (3) nominees.

Next steps (if motion approved)

- The chair of the Nominating Committee, Director appointee Ann English, will advise the individuals of their appointments.

Appendix

- None.

BRIEFING NOTE: For decision

National Position Statements		2.5
Purpose:	To approve new and updated National Position Statements	
Link to the Strategic Plan/Purposes:	Core purpose 5: Advocating to the federal government	
Link to the Corporate Risk Profile:	Diminished national collaboration (Board risk) Reputation (operational risk) Sustainability of engineering regulation (operational risk)	
Motion(s) to consider:	<i>a) THAT the following updated National Position Statements be approved:</i> <i>i. Research, development and innovation</i> <i>ii. The role of engineers in federal procurement</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Nathan Durham, Manager, Public Affairs Jeanette Southwood, Executive Vice President, Corporate Affairs and Strategic Partnerships	
Presented by:	Philip Rizcallah, Chief Executive Officer	

Problem/issue definition

- National Position Statements (NPSs) are positions on key issues relating to the public interest. These are developed in collaboration with the provincial and territorial engineering regulators. These statements:
 - Provide a national perspective from the engineering profession on key issues
 - Influence public policy
 - Facilitate discussion with government
 - Provide information for our Members and those of the engineering profession
- Engineers Canada's Public Affairs Advisory Committee (PAAC) is tasked with creating the NPSs. This committee is comprised of volunteers with multi-disciplinary backgrounds and expertise.
- Each year, PAAC develops NPSs on new and existing issues facing the engineering profession. In addition, PAAC works to update the current NPSs to ensure they remain up-to-date and relevant. This helps ensure that parliamentarians and the federal government consider the expertise of the engineering profession in policymaking.
- The current process for deciding which topics PAAC will be developing in the upcoming year starts with discussion of the potential topics during PAAC's regular meetings. This process includes reviewing all existing NPSs and deciding which ones require updating as part of the annual update cycle and which NPSs are to be archived. The topics identified by PAAC are circulated for consultation with the regulators. Once approved, PAAC develops and/or updates the NPSs and presents them to the Regulators and Engineers Canada Board for feedback. Final approval of the NPSs rests with the Board. The process for the identification and development of National Position Statements supported by the Regulators is available in Board policy 9.3.

- The NPSs for review at this meeting are linked to Engineers Canada’s core purpose 5: Advocating to the Federal Government, and include updates to the following two NPSs:
 - Research, development and innovation
 - Procurement of engineering-related goods and services

Proposed action/recommendation

- That the Board approve the attached NPSs. A summary of changes is provided for each NPS followed by a clean version. Redlined versions are available if requested.
- Once approved, the NPSs will be made public on Engineers Canada’s website and will be relied upon when Engineers Canada staff and volunteers consult with the federal government on these issues.

Risks

- Should the NPSs not be approved, the advocacy strategy would be impacted until a unified approach is agreed upon.

Benefits

- To the Regulators:
 - A national position on key issues is beneficial as these issues affect the Regulators and the regulation of the engineering profession. Regulators strongly benefit from unified national positions.
 - Engineers Canada will have a unified position on topics in which the federal government is heavily engaged; therefore, it will potentially increase our profile and opportunities to engage with parliamentarians and senior federal officials.
- To the engineering profession:
 - These national positions provide clarity on the role of the engineering profession in helping tackle these current issues.
- To others (public, government, higher education institutions, individual engineers, etc.):
 - These national positions will provide the federal government with awareness on issues that Engineers Canada is currently working on that are linked to the federal government’s mandate.

Consultation

- Our multi-disciplinary PAAC, Regulators (via the CEOs), and the Engineers Canada Board Directors were asked, by email, to review and provide comments and updates to the presented NPSs.
- While we received substantial feedback to strengthen the analysis and recommendations in these NPSs, there were no objections or concerns regarding the engineering profession’s position as laid out in the NPSs being presented.

Next steps (if motion approved)

- The NPSs will be made public on Engineers Canada’s website and will be relied upon when consulting with the federal government on these issues.

Appendix

- **Appendix 1:** Research, development and innovation (summary of changes and clean copy of NPS)

- **Appendix 2:** The role of engineers in federal procurement (summary of changes and clean copy of NPS)

Summary of Changes

NPS - Research, Development, and Innovation (RDI)

- The table below summarizes the substantial changes made to the current version of the NPS.
- Several changes were also made throughout the document to improve readability and clarity and remove outdated references (the last version was updated in 2021).
- Overall, the final version presented reflects a clear public safety argument for the role of the engineering profession in research, development and innovation.

Type of change	Content added	Reason for change
Added new language to Engineers Canada's position	RDI and associated new technologies must be developed in ways consistent with public health and safety and the public interest. Where engineering work is implicated in funding for research involving new technologies or the development of existing technologies for new uses, this work must be done with the guidance of engineers who are licenced by one of the provincial and territorial regulators. Only engineers can take responsibility for engineering work.	The NPS did not adequately reflect the core focus on public safety, and this addition helps to clarify that focus.
Added new language to Engineers Canada's position	Investments in research and development are critical for driving economic growth and addressing social challenges, by spurring development of new products and /services, strengthening competitive advantage, and increasing market participation.	This addition consolidated several disparate sentences into a more coherent position statement.

Type of change	Content added	Reason for change
Added new policy recommendations to the federal government	Provide long-term and sustainable funding for basic and applied research through Canada's granting agencies, including expanded support for the Natural Sciences and Engineering Research Council.	This addition was made to reflect the existing structure of Canada's research funding ecosystem.
Added new policy recommendations to the federal government	Continue supporting commercialization and knowledge mobilization initiatives like Lab to Market programs to drive improved societal outcomes from RDI investments.	This addition was made to reflect the existing structure of Canada's research funding ecosystem.
Added new policy recommendations to the federal government	Work with stakeholders to develop a strategic innovation agenda and framework to support the growth of incubators, accelerators, and emerging national networks for business and engineering innovation.	This addition was made to reflect the existing structure of Canada's research funding ecosystem.
Added new policy recommendations to the federal government	Require that R&D proposals related which meet the definition of engineering work properly involve engineers who are licenced by one of the provincial and territorial regulators wherever engineering work is implicated.	This addition was made to address the core public safety argument of the NPS.
Added new policy recommendation to the federal government	Work with research granting agencies and third-party funding organizations to reduce red tape and streamline the research funding process for innovative projects.	This addition was made in response to comments received during the consultation process.

Research, Development, and Innovation

The engineering profession's position

- In this rapidly changing and highly competitive world, improvements to research, development, and innovation (RDI) must remain a national priority. Industry and government investment in these activities contributes to both economic prosperity and quality of life, furthering the public interest. Innovation provides engineers with new ways of protecting the public through their work.
- RDI and associated new technologies must be developed in ways consistent with public health and safety and the public interest. Where engineering work is implicated in funding for research involving new technologies or the development of existing technologies for new public uses, this work must be done with the guidance of engineers who are licenced by one of the provincial and territorial regulators. Only engineers can take responsibility for engineering work.
- Investments in research and development are critical for driving economic growth and addressing social challenges, by spurring development of new products and services, strengthening competitive advantage, and increasing market participation.
- Investments in research and development are critical for attracting global talent to meet Canada's economic and social challenges.
- Investments in research and development should continue to spur innovation, and Canada should focus more resources and effort on commercialization and knowledge mobilization—areas in which the engineering profession is prominent.

The challenge(s)

While Canada is a high performer on innovation metrics compared to smaller economies, Canada consistently underperforms other G7 countries. This underperformance is in part driven by lagging levels of research and development (R&D) expenditures in the private sector compared to other G7 countries.¹ The World Intellectual Property Organization's 2024 Global Innovation Rankings places Canada behind France, Germany, the United Kingdom, the United States, and Japan.²

In 2022, Canada's overall expenditures on R&D were just 1.81 per cent of GDP, well below the OECD average of 2.7% and far behind five other G7 peers.³ RDI investments drive innovation and productivity, so Canada's underperformance in RDI metrics has real consequences for the economy. It also means that engineers in Canada have fewer opportunities to contribute to

¹ Assessing Canadian Innovation, Productivity, and Competitiveness, ITIF, April 29, 2024, <https://itif.org/publications/2024/04/29/assessing-canadian-innovation-productivity-and-competitiveness/>

² World Intellectual Property Association. 2024 Global Innovation Index. https://www.wipo.int/web-publications/global-innovation-index-2024/assets/67729/2000%20Global%20Innovation%20Index%202024_WEB2.pdf

³ Statistics Canada. Gross domestic expenditures on research and development, 2022 (final). <https://www150.statcan.gc.ca/n1/daily-quotidien/241203/dq241203c-eng.htm>

groundbreaking technological development in ways that safeguard the public while advancing economic productivity.

For this reason, Engineers Canada believes that the Government of Canada should leverage its position as the primary funder of basic research in Canada to provide national leadership on RDI. This focus is especially critical as Canada seeks to attract, build, and retain talent to support economic growth.

How Engineers Canada has contributed

Engineers Canada is supportive of and encourages all levels of government investment in and incentives for RDI in Canada, and strongly supports the streamlining of those funding opportunities to maximize the benefits to all Canadians. Engineers Canada also actively works to advance the attraction, retention, and equitable qualified people in Canada's high-productivity sectors through facilitating labour mobility and working to grow the engineering profession.

Recommendations to the federal government

Engineers Canada supports increased investments in RDI to facilitate Canada's continued advancement in innovation and productivity. Specifically, we urge the federal government to:

- Provide long-term and sustainable funding for basic and applied research through Canada's granting agencies, including expanded support for the Natural Sciences and Engineering Research Council.
- Work with research granting agencies and third-party funding organizations to reduce red tape and streamline the research funding process for innovative projects.
- Continue supporting commercialization and knowledge mobilization initiatives like Lab to Market programs to drive improved societal outcomes from RDI investments.
- Work with stakeholders to develop a strategic innovation agenda and framework to support the growth of incubators, accelerators, and emerging national networks for business and engineering innovation.
- Require that R&D proposals that meet the definition of engineering work properly involve engineers who are licensed by one of the provincial and territorial regulators wherever engineering work is implicated.

How Engineers Canada will contribute

With its network of expert volunteers, Engineers Canada will:

- Provide advice on funding priorities for RDI and productivity in existing and emerging engineering disciplines.
- Participate in government forums, national roundtables, and appear before House of Commons standing committees to advance RDI policies.
- Promote the importance of RDI to its many stakeholders, including engineers and engineering regulators, to foster technological advancement and address Canadian and global challenges through RDI.
- Provide advice in the early stages and facilitate the development of legislation and federal regulatory frameworks that promote RDI and productivity.

About Engineers Canada

Engineers Canada is the national association of the 12 engineering regulators that regulate engineering practice and license Canada's more than 320,000 members of the engineering profession.

Summary of Changes

National Position Statement – Role of Engineers in Federal Procurement

- The table below summarizes the substantial changes made to the current version of the NPS.
- Several changes were also made throughout the document to improve readability and clarity and remove outdated references (the last version was updated in 2022).
- Overall, the final version presented addresses new challenges that have arisen for the engineering profession in the federal procurement process while maintaining the fundamental position articulated in the original statement.

Type of change	Content added	Reason for change
Added new language to Engineers Canada's position	Only engineers who are licensed by one of the provincial or territorial regulators must take responsibility for engineering work and engineering decisions in the federal procurement process. This professional accountability fosters a system in which Canadians receive goods and services that are safe and compliant with standards and codes.	Strengthening stated position in response to federal government policy developments such as Public Services and Procurement Canada's Policy Notification 48R2, which imposed new official languages compliance requirements into the federal procurement process.
Added new language to Engineers Canada's position	All engineering documents issued or submitted as part of a procurement process that require a professional seal must be sealed in accordance with provincial or territorial legislation by an engineer licensed with a provincial or territorial engineering regulator	Strengthening stated position in response to federal government policy developments such as PN 48R2.

Type of change	Content added	Reason for change
Added new policy recommendations to the federal government	Require that every engineering decision required on a Government of Canada procurement project is made by an engineer who is licensed with a provincial or territorial regulator.	Strengthening stated position in response to federal government policy developments such as PN 48R2.
Added new policy recommendations to the federal government	Require that engineers take responsibility for preparing engineering documents used for construction or project implementation, including procurement notices that constitute engineering work, supervising engineering projects, and preparing tender agreements for engineering projects.	Strengthening stated position in response to federal government policy developments such as PN 48R2.
Added new language to better contextualize the challenge being addressed	Definition of engineering from Engineers Canada Guidelines added to The Challenge section.	Consultation feedback

The role of engineers in federal procurement

The engineering profession's position

- All engineering decisions during the procurement of engineering-related goods and services must be made by an engineer licensed with a provincial or territorial engineering regulator.
- The federal government must consult and collaborate with the engineering profession on government procurement decisions related to engineering for the benefit of public safety, the economy, and the environment, and for the well-being of communities across Canada.
- Only engineers who are licensed by one of the provincial or territorial regulators may take responsibility for engineering work and engineering decisions in the federal procurement process. This professional accountability fosters a system in which Canadians receive goods and services that are safe and compliant with standards and codes.
- All engineering documents issued or submitted as part of a procurement process that require a professional seal must be sealed in accordance with provincial or territorial legislation by an engineer licensed with a provincial or territorial engineering regulator.

The challenge(s)

The Government of Canada is one of the largest public buyers of goods and services in Canada, purchasing approximately \$37 billion every year on behalf of federal departments and agencies.¹ Many contracts involve engineering services and/or engineered products. As the public policy agenda of the federal government evolves to include larger investments in economic development, defence, and national infrastructure projects, the procurement process for engineering-related goods and services is especially important.

Reliance on non-engineers for critical decisions undermines the principle of self-regulation that is the foundation of the engineering profession, and undermines public safety.

Engineering is a regulated profession, and engineering decisions must only be made by engineers who are licensed with a provincial or territorial regulatory body. The practice of engineering involves activities of planning, designing, composing, evaluating, advising, reporting, directing or supervising, or managing throughout different phases of a system

¹ Government of Canada. Get to know the Government of Canada procurement process.
<https://www.ccc.ca/en/insights-for-exporters/get-to-know-the-government-of-canada-procurement-process/>

lifecycle, from design to disposal, that require application of engineering principles and the inclusion of safeguards and other protective measures to mitigate risks and avoid harm.²

How Engineers Canada has contributed

Engineers Canada participates in consultations on legislation and regulations that impact the work of engineers and addresses activities that could involve engineering work. Engineers Canada will continue to build open working relationships with the federal government to advocate that engineers are directly involved with decision-making throughout the federal procurement process.

Recommendations to the federal government

The federal government must require that engineering decisions made within the procurement of engineering-related goods and services are only made by engineers. The federal government must also:

- Actively collaborate with the engineering profession throughout all phases of the procurement process.
- Require that every engineering decision required on a Government of Canada procurement project is made by an engineer who is licensed with a provincial or territorial regulator.
- Require that engineers take responsibility for preparing engineering documents used for construction or project implementation, including procurement notices that constitute engineering work, supervising engineering projects, and preparing tender agreements for engineering projects.

How Engineers Canada will contribute

Engineers Canada will continue to:

- Participate in formal government consultations, national roundtables, and appear before the House of Commons and Senate standing committees to advance the inclusion of engineers as decision makers during the federal government's engineering-related procurement processes in the interest of public safety.
- Provide advice and proposed language on the federal government's engineering-related procurement processes to facilitate the development of legislation and federal regulatory frameworks.
- Continue to work with the federal government and engineering regulators to promote and educate the federal government on the importance of including engineers at all stages of the federal procurement process for engineering-related goods and services.

² Engineers Canada. *Public guideline on the practice of engineering in Canada*.
<https://engineerscanada.ca/guidelines-and-papers/public-guideline-on-the-practice-of-engineering-in-canada#-defining-the-engineering-profession>.

About Engineers Canada

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BRIEFING NOTE: For information

Q3 interim strategic plan reporting		3.2
Purpose:	To review the Q3 interim strategic performance report	
Link to the Strategic Plan / Purposes:	Board responsibility: Provides ongoing strategic direction for Engineers Canada by monitoring implementation of the Strategic Plan.	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Phillip Rizcallah, Chief Executive Officer	

Background

- Engineers Canada's [2025-2029 Strategic Plan](#) was approved by the Members in May 2024.
- Each strategic direction mitigates one or more Board risks.
- Every quarter, the CEO reports to the Board on progress toward the plan's desired outcomes.
- The current report includes updates on work continuing from the 2022-2024 Strategic Plan.

Status update

- After experiencing some delays, the strategic direction Realizing accreditation and academic assessments will be back on track by the end of the year with a revised schedule.
- The strategic direction Realizing an inclusive profession is still delayed due to resource constraints.
- All other strategic directions are on track.

Next steps




- The Board will receive its fourth quarterly update at its February meeting.

Appendix

- **Appendix 1:** Q3 Interim Strategic Performance report

Interim Strategic Performance Report: Q3-2025

Indicators included in the tables below were approved at the [Board Strategic Workshop](#) in June 2024. Performance is benchmarked against the [2025-2029 Strategic Plan](#) that came into effect on January 1st, 2025.

Legend	Status of strategic direction
Overall activities on track to be completed by 2029	
Overall activities experiencing some delays, no foreseen impact on completing the strategic priority by 2029	
Overall activities experiencing some delays which could impact the ability to complete the strategic priority by 2029	

Reporting Information Sources


The information included in this report has been obtained from the following sources:

Reporting area	Source
Planned activities (as set in June 2024)	Copied from Board June 2024 strategic workshop presentation
2025 quarterly reporting	Staff updates as part of quarterly internal reporting
What we will do	Copied from 2025-2029 Strategic Plan
What does success look like	Copied from Board June 2024 strategic workshop presentation
How will we measure success in 2029	


To make this report succinct, only the work to be done this current year is represented in the quarterly report. All the work that is expected to be completed in 2025-2029 can be found in the Section 2 of this report.

Section 1


Realizing a stronger federation

Status: 

Planned activities	Q1	Q2	Q3
Pillar: Implement Governance Review Outcome: Engineers Canada has efficient and trustworthy governance processes			
Hire an expert <i>Indicator: Consultant is engaged to lead the governance review</i>	Expert was hired.	Completed.	
Interview Regulators to identify issues, benchmark against other governance systems, and present options to the Board <i>Indicators: Regulators’ positions are known and shared in consultation report</i> <i>Consultant proposes updates to the governance system</i>	Upcoming in Q2.	Individual interviews with Regulators are underway.	First round of consultations/ interviews with regulators have been held.
Present proposed options for change to the governance system to Regulators for validation <i>Indicator: Regulators’ positions are known and shared in consultation report</i>	Upcoming in Q4.		
Pillar: Operationalize Collaboration and Harmonization Outcome: Engineering regulators benefit from collaboration and harmonization Outcome: Engineering regulation is consistent, efficient and effective across Canada			
Implement a predictable and transparent process to select future areas of regulatory collaboration <i>Indicator: Supported by Engineers Canada, Regulators collaboratively tackle various regulatory areas/issues for duration of Strategic Plan</i>	Discussion initiated with CEO Group.	Discussion continuing with CEO Group.	


Realizing accreditation and academic assessments			
Status: 			
Planned activities	Q1	Q2	Q3
Pillar: National Academic Requirement for Licensure Outcome: Regulators have trusted, efficient, inclusive and proactive systems that help them meet fairness requirements and maintain the authority for licensure. Outcome: The academic assessment requirements for CEAB graduates and non-CEAB applicants for licensure are aligned and fair.			
Establish a Full Spectrum Competency Profile (FSCP) Pilot Study Advisory Group working group <i>Indicator: Appropriate project governance is established</i> <i>Interest holders are actively participating in project activities.</i>	The competencies for the working group have been prepared, and work is planned to confirm the governance approach. It is expected to be completed in Q2.	<ul style="list-style-type: none">Delays in establishing an FSCP Advisory Group due to resource constraints and competing priorities.Additional resources have been assigned.Expect to be back on track by the end of Q3.	<ul style="list-style-type: none">The FSCP advisory group is in final stages of being established, onboarding is planned for Q4.Expect to be back on track by Q4.
Hire an expert <i>Indicator: Consultant is engaged to create the competency profile.</i>	Upcoming in Q3.	<ul style="list-style-type: none">Delays in hiring a consultant due to resource constraints and competing priorities.Consultant has been hired.	<ul style="list-style-type: none">The Program Development Consultant has been selected, and the contract has been developed.Pending legal review with a plan to have a contract signed in Q4.
Select competencies <i>Indicator: Interest holders are actively participating in project activities.</i>	Upcoming in Q4.		
Pillar: Accreditation Outcome: Accreditation is valued by regulators, educators, students and volunteers			
Decision from Engineers Canada Board to proceed on other FEA Path Forward recommendations <i>Indicator: Engineers Canada Board approves next steps</i>	All deliverables have been completed for Q1 except for education sessions. They will be completed in Q2.	<ul style="list-style-type: none">Education and Ask me Anything sessions have been held.Delay in education sessions due to the need to clarify sessions’ objectives and resource constraints.Additional recommendations from The Path Forward Report will be brought forward to the Board in October 2025 (Q3).	<ul style="list-style-type: none">At its October meeting, the Engineers Canda Board tasked the CEAB to recommend appropriate changes to accreditation criteria related to faculty licensure pursuant to relevant recommendations in the Futures of Engineering Accreditation Path Forward Report.The Engineers Canada Board also approved that staff and others work on Investments, Change Management, Industry Engagement, and Core Values recommendations.These elements were as part the Futures of Engineering Accreditation Path forward Report.

Realizing our role in sustainability


Status: 

Planned activities	Q1	Q2	Q3
Pillar: Board-approved initiatives Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts			
Adopt a new Environmental, Social, Governance (ESG) policy Indicator: Policy approved by Engineers Canada Board	Conducted research on best practices and Engineers Canada's needs. Recommendations on integrating ESG in Engineers Canada's policies was presented to the Governance Committee for feedback.	Ongoing research to inform the final policy approach that will be presented to the Governance Committee and Board for approval by the end Q4.	<ul style="list-style-type: none"> The Governance Committee reviewed policy at their September meeting and additional revisions suggested. Policy will be reviewed by Governance Committee again in November and Board approval will be sought in Q1 2026.
Pillar: Scope our national role to support Regulators Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts			
Conduct environmental scan to compile emerging trends and similar organizations' practices Indicator: Compile and publish environmental scan on our public website	Expert hired and working through literary review. Met with the Canadian Medical Association to learn about their journey and apology for harms to Indigenous Peoples.	The consultants have been selected and an outline of the environmental scan has been approved.	<ul style="list-style-type: none"> Environmental scan and comparative analysis drafted. Feedback from sponsor and workstream owner being incorporated and decisions underway about the best way to share the results/report.

Realizing an inclusive profession

Status: 

Planned activities	Q1	Q2	Q3
Pillar: Drive inclusiveness of women Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation			
Share recruitment and retention strategies and recommendations Indicator: Recommendations are approved by the Board	Completed a review of existing programs through intersectional lens and impact on system.	<ul style="list-style-type: none"> Due to continuing resource constraints, this project is behind schedule. It is anticipated that the creation of the theory of change narrative will be pushed to Q4 based on recent discussions with the CEO taskforce. The Regulator and employer consultations will be pushed into Q3. 	<ul style="list-style-type: none"> The CEO inclusivity taskforce has aligned on a vision, commitment statement and barriers impacting the profession. We have met with ACEC to create a community of practice and identify companies to pilot the benchmark. Discussions have begun with our Board champions to guide when and how the Board should be engaged.
Pillar: Fostering Truth & Reconciliation Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation			
Conduct environmental scan to compile emerging trends and similar organizations' practices Indicator: Environmental scan is completed, and results are integrated into Engineers Canada's work	Completed a consultation with the Indigenous Advisory Committee on a framework for the proposed scope of work towards truth and reconciliation.	<ul style="list-style-type: none"> We have consulted with the Indigenous Advisory Committee (IAC) on a framework for the proposed scope of work towards truth and reconciliation and K-12 Indigenous education literary review. We also have developed an RFP in consultation with the IAC to do the environmental scan. 	<ul style="list-style-type: none"> We have selected and started working with consultants on the development of the environmental scan, framework and action plan. This work is scheduled to be completed in Q4.
Provide training to staff and volunteers Indicator: Training has been provided to staff and volunteers	Have provided HR with all contact information for delivery of training and requested it be part of the orientation process for new staff.	On track to provide training in Q3.	We continue to provide the Four Seasons of Reconciliation training as part of new staff and volunteer orientation. In September 2025, staff also participated in the Kairos Blanket Exercise to mark the National Day for Truth and Reconciliation and Orange Shirt Day, and to help them understand their role in advancing Truth and Reconciliation.

Realizing a fuller awareness of engineers			
Status: 			
Planned activities	Q1	Q2	Q3
Pillar: National marketing campaign Outcome: The public has an increased awareness of engineers' contributions to society			
Review impact of Building Tomorrows campaign and release summary report Indicator: <i>Report is shared with Board and Regulators</i>	Completed		
Consult Regulators to determine whether a national marketing campaign should continue and if so, how it would be funded Indicator: <i>Engineers Canada has a clear path forward as documented in consultation report</i>	Upcoming in Q3.	<ul style="list-style-type: none"> Initial discussion with Regulator CEOs held at their July meeting. Initial feedback will inform ongoing consultation process and approaches going forward. 	<ul style="list-style-type: none"> Based on feedback, we prepared revised national marketing approaches with a recommendation that will be presented to the CEO Group in Q4.
Pillar: Pathway to engineering Outcome: The public has an increased awareness of engineers' contributions to society			
Communications plan developed and implemented Indicator: <i>Ongoing growth in social media following throughout course of the strategic plan</i>	Upcoming in Q2.	Two quarterly webinars completed with great success and uptake.	The Q4 webinar planning and promotion is well underway. This project is on track.
Informational content on the licensure process in Canada for engineering graduates from CEAB-accredited programs is maintained online Indicator: <i>Stable engagement with content over several years</i>	Content has been published and is available online. Too early to establish engagement trend.	Information is provided online.	<ul style="list-style-type: none"> To better support early career professionals, we expanded our Pathway to Engineering project by developing new tools and resources to better support early career outreach and engagement. We also developed quarterly webinars on relevant topics connecting it to the value of the engineering license, created targeted goals by province that included strategies to engage folks who qualify to pursue

			their license and initiated a licensure pilot project.
Pillar: Engineers in leadership Outcome: The public has an increased awareness of engineers' contributions to society			
Conduct an environmental scan including barriers and opportunities evaluation, executive interviews, and strategic recommendations <i>Indicator: Report is validated by advisory group to this work and Regulators</i>	Upcoming in Q2.	RFP for the environmental scan is in development, for release in Q3.	<ul style="list-style-type: none"> The RFP closed, and 14 proposals were received. Proposal review is underway with a decision expected in Q4 and project complete by end of year.
Create advisory group and project charter <i>Indicator: Advisory Group is struck by CEO</i>	Upcoming in Q3.	The project charter and advisory group creation will begin in Q3.	<ul style="list-style-type: none"> The project charter is in development with completion by end of Q4. The advisory group recruitment moved to Q1 2026 pending results of environmental scan.

Section 2

The following section highlights which year each indicator is expected to be achieved:

Realizing a stronger federation					
Planned activities	2025	2026	2027	2028	2029
Pillar: Implement Governance Review					
Outcome: Engineers Canada has efficient and trustworthy governance processes					
Establish Governance Review Task Force <i>Indicator: Creation of the task force (achieved in 2024)</i>					
Hire an expert <i>Indicator: Consultant is engaged to lead the governance review (completed)</i>					
Interview Regulators to identify issues, benchmark against other governance systems, and present options to Board <i>Indicators: Regulators' positions are known and shared in consultation report Consultant proposes updates to the governance system</i>					
Present proposed options for change to the governance system to Regulators for validation <i>Indicator: Regulators' positions are known and shared in consultation report</i>					
Submit governance proposal and implementation plan to Regulators for consultation and subsequent approval <i>Indicator: Regulators approve changes to the governance system</i>					
Implement and monitor revised governance system <i>Indicator: No further changes to the governance system are proposed by Members for duration of Strategic Plan</i>					
Pillar: Long-Term Funding					
Outcome: Engineers Canada has efficient and trustworthy governance processes					
Renew long-term funding agreement <i>Indicator: Regulators renew long-term funding agreement</i>					
Pillar: Operationalize Collaboration and Harmonization					
Outcome: Engineering regulators benefit from collaboration and harmonization					
Outcome: Engineering regulation is consistent, efficient and effective across Canada					
Implement a predictable and transparent process to select future areas of regulatory collaboration <i>Indicator: Supported by Engineers Canada, Regulators collaboratively tackle various regulatory areas/issues for duration of Strategic Plan</i>					
Evaluate success of the five-year National Statement of Collaboration <i>Indicator: Lessons have been learned and activities over five years have resulted in successes (and failures) that can be used to evolve the statement</i>					
Regulators agree to review the Statement of Collaboration <i>Indicator: Regulators agree to renew an evolved Statement</i>					

Realizing accreditation and academic assessments					
Planned activities	2025	2026	2027	2028	2029
Pillar: National Academic Requirement for Licensure Outcome: Regulators have trusted, efficient, inclusive and proactive systems that help them meet fairness requirements and maintain the authority for licensure. Outcome: The academic assessment requirements for CEAB graduates and non-CEAB applicants for licensure are aligned and fair.					
Establish a Full Spectrum Competency Profile (FSCP) Pilot Study working group <i>Indicator: Appropriate project governance is established</i> <i>Interest holders are actively participating in project activities.</i> <i>(upcoming in Q2)</i>					
Hire an expert <i>Indicator: Consultant is engaged to support the FSCP Pilot Study.</i> <i>(upcoming in 2025)</i>					
Select competencies <i>Indicator: Interest holders are actively participating in project activities.</i> <i>(upcoming in 2025)</i>					
Undertake FSCP Pilot Study <i>Indicator: Interest holders are actively participating in project activities.</i> <i>(upcoming in 2026)</i>					
Share report of findings <i>Indicator: Interest holders are actively participating in project activities.</i>					
Decide on next steps <i>Indicator: Board approves changes.</i>					
Pillar: Accreditation Outcome: Accreditation is valued by regulators, educators, students and volunteers					
Decision from Engineers Canada Board to proceed on other FEA Path Forward recommendations <i>Indicator: Engineers Canada Board approves next steps</i>					
Approve the revised purpose & scope of accreditation statements and design parameters by Engineers Canada Board. <i>Indicator: Engineers Canada Board approves revised purposes, scope of accreditation statements and design parameters.</i>					
Establish new policy group to reflect new purpose and scope. <i>Indicator: Appropriate policy group is established.</i>					
Hire consultant to write new policies <i>Indicator: Consultant is engaged to write new policies.</i>					
Hire consultant to help with change management across the system. <i>Indicator: Consultant is engaged to manage change in the system.</i>					
Approval of the retirement of the minimum path by the Engineers Canada Board. <i>Indicator: Engineers Canada Board approves the retirement of the minimum path.</i>					
Report in findings around feasibility of accepting Higher Education Institutions (HEI) evaluations. <i>Indicator: Findings report is shared publicly.</i>					
Revise and get approval for the CEAB Accreditation criteria procedures (criteria, policies and principles). <i>Indicator: Engineers Canada Board approves the accreditation criteria.</i> <i>The CEAB approves the policies and the principles.</i>					

Realizing accreditation and academic assessments					
Planned activities	2025	2026	2027	2028	2029
Pillar: Academic assessments for internationally educated applicants Outcome: Regulators have efficient, effective, consistent and fair requirements for the academic assessment of non-CEAB applicants for licensure					
Develop business case. <i>Indicator: Business case is developed and recommended by staff for presentation to Board.</i>					
Business case is shared. <i>Indicator: Board decides that proposal is viable and approves it for Regulator consultation.</i>					
Consult Regulators on viable option(s). <i>Indicator: Engineers Canada has a clear path forward as documented in consultation report.</i>					
Transition other Engineers Canada services and programs where needed. <i>Indicator: A plan is approved and implemented as applicable.</i>					

Realizing our role in sustainability					
Planned activities	2025	2026	2027	2028	2029
Pillar: Board-approved initiatives Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts					
Adopt a new Environmental, Social, Governance (ESG) policy <i>Indicator: Policy approved by Engineers Canada Board</i>					
Investigate and assess requirements and impacts of becoming a carbon neutral organization <i>Indicator: Report prepared and presented to the Engineers Canada Board.</i>					
Make decision on becoming a carbon neutral organization or not <i>Indicator: Decision made by Engineers Canada Board</i>					
Pillar: Scope our national role to support Regulators Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts					
Conduct environmental scan to compile emerging trends and similar organizations' practices <i>Indicator: Compile and publish environmental scan on our public website</i>					
Hold workshop and consult Regulators on options for Engineers Canada's role <i>Indicator: Regulators attend workshop and inform options as documented in the consultation report</i>					
Determine how the engineering profession can contribute to UNSDGs <i>Indicator: Engineers Canada has a defined role and areas of focus for the profession as approved by the Board</i>					

Realizing an inclusive profession					
Planned activities	2025	2026	2027	2028	2029
Pillar: Drive inclusiveness of women					
Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation					
Share recruitment and retention strategies and recommendations <i>Indicator: Recommendations are approved by the Board</i>					
Share 30 by 30 repositioning recommendations <i>Indicator: Recommendations are approved by the Board</i>					
Implementation of recommendations with Regulators, HEIs and employers <i>Indicator: Recommendations are implemented by end of Strategic Plan</i>					
Pillar: Embracing IDEA					
Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation					
Invest in capacity-building efforts of key organizations <i>Indicator: The scope of the current evaluation framework is updated to include accessibility and new partnerships are explored</i>					
Consult Regulators to define Engineers Canada's role in advancing accessibility <i>Indicator: Engineers Canada has a defined role identified by Regulators</i>					
Become an IDEA employer of excellence <i>Indicator: Engineers Canada has established internal goals and metrics for success related to being an IDEA employer of excellence</i>					
Pillar: Fostering Truth & Reconciliation					
Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation					
Conduct environmental scan to compile emerging trends and similar organizations' practices <i>Indicator: Environmental scan is completed and results are integrated into Engineers Canada's work</i>					
Provide training to staff and volunteers <i>Indicator: Training has been provided to staff and volunteers</i>					
Strike partnerships with Indigenous associations, councils and organizations <i>Indicator: Partnerships are documented and have clear objectives</i>					
Review of internal processes and policies and national position statements in alignment with our commitment to uphold the Calls to Action, Calls to Justice and United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) <i>Indicator: Benchmarking against Calls to Action, Calls to Justice and United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) has been conducted and a path forward to implement changes has been identified</i>					

Realizing a fuller awareness of engineers					
Planned activities	2025	2026	2027	2028	2029
Pillar: National marketing campaign					
Outcome: The public has an increased awareness of engineers' contributions to society					
Review impact of Building Tomorrows campaign and release summary report <i>Indicator: Report is shared with Board and Regulators</i>					
Consult Regulators to determine whether a national marketing campaign should continue and if so, how it would be funded <i>Indicator: Engineers Canada has a clear path forward as documented in consultation report</i>					
Implement next steps as agreed upon during consultation <i>Indicator: Consultation report shared with Regulators and implemented</i>					
Pillar: Pathway to Engineering					
Outcome: The public has an increased awareness of engineers' contributions to society					
Communications plan developed and implemented <i>Indicator: Ongoing growth in social media following throughout course of the strategic plan</i>					
Informational content on the licensure process in Canada for engineering graduates from CEAB-accredited programs is maintained online <i>Indicator: Stable engagement with content over several years</i>					
Conduct mid-point evaluation and readjust approach and content if appropriate <i>Indicator: Evaluation is conducted and path forward is shared</i>					
Pillar: Engineers in leadership					
Outcome: The public has an increased awareness of engineers' contributions to society					
Conduct an environmental scan including barriers and opportunities evaluation, executive interviews, and strategic recommendations <i>Indicator: Report is validated by advisory group to this work and Regulators</i>					
Create advisory group and project charter					
Develop and implement strategy					

BRIEFING NOTE: For decision

2026 budget and 2028 Per Capita Assessment		4.2
Purpose:	To approve the 2026 budget and recommend the amount of the 2028 Per Capita Assessment fee (PCAF) to the Members	
Link to the Strategic Plan/Purposes:	Board responsibility: Provide financial oversight by ensuring that the annual budget is developed to align with the organization's values and guide decision making	
Link to the Corporate Risk Profile:	Financial compliance (operational risk) Reduced long-term financial viability (Board risk)	
Motions to consider:	<ol style="list-style-type: none"> 1. <i>THAT the Board, on recommendation of the FAR Committee, approve the 2026 budget, as presented.</i> 2. <i>THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2028 Per Capita Assessment Fee be set to \$12 per Registrant.</i> 	
Vote required to pass:	Two-thirds majority, as per articles 5.7 b) and 5.8 b) of the Bylaw	
Transparency:	Open session	
Prepared by:	Derek Menard, Chief Financial Officer Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Marisa Sterling, Chair, FAR Committee	

Problem/issue definition

- The Board is required to ensure that an annual budget is developed that outlines the resources required to enable the Strategic Plan, deliver on Engineers Canada's 10 Core Purposes and maintain the reserves in accordance with Board policy 7.12, *Net Assets*.
- As per article 7 of the [Bylaw](#), the Board is also required to recommend to the Members by January 2026 the amount of the Per Capita Assessment Fee (PCAF) that will be in effect as of January 2028. The PCAF is a key source of Engineers Canada's revenue.

Proposed action/recommendation

2026 budget

- That the Board approve the proposed 2026 budget with the following modifications since its presentation to the Board on October 9, 2025 ([Agenda book pages 82-111](#)):
 - The Realizing accreditation and academic assessments (FEA) project budget has been reduced by \$134,171 in response to the defeated motion (2025-10-4D) to host a large-scale outcomes-focused accreditation summit in September 2026.
 - A total of \$22,000 has been added under *Providing services and tools for regulation and professional practices*, and *Secretariat services* at the request of the CEQB to support

completion of its 2026 work plan. The additional funds are for equity, diversity and inclusion and chair training, attendance at one conference and promotion.

2028 PCAF

- Recommend to the Members at their 2026 annual meeting that the 2028 PCAF be set at \$12 per registrant.

Financial implications

- The proposed 2026 budget includes \$12.5 million in revenue and \$13.1 million in expenses.
- Revenue is expected to increase by \$1,233,473 (11%) compared to 2025.
- Operating expenses are budgeted at \$11.8 million, an increase of 2.3% or \$269,507 from 2025.
- A total of \$1,339,634 in spending relates to delivery of strategic plan directions, which are to be partially funded by drawing down unrestricted reserves.
- The proposed 2026 operating budget is in a \$748,054 surplus position.
- With the strategic spending included, the budget has an overall deficit of \$591,580.

Benefits

- The current budget and proposed PCAF supports ongoing efforts to return to an overall balanced budget, while providing funds to deliver on the organization's 10 Core Purposes and Strategic Plan.

Risks

- As proposed, the recommended budget and projections are conservative and comprehensive to mitigate against risks related to investment returns and inflation.
- Furthermore, any changes to Engineers Canada's primary revenue sources – Affinity and insurance programs and PCAFs – would come with at least 12 months of warning to adjust.

Other options considered

- Two options for the PCAF were presented for consideration in the budget memo based on projections for 2026-2030. The FAR Committee and Board were in support of the first option (scenario 1) which sets the 2028 PCAF at \$12 per registrant.

Consultation

- The Board discussed the proposed budget and PCAF at its October 9, 2025, meeting.
- At its meeting on October 23, the FAR Committee reviewed and supported the final proposed 2026 budget and PCAF recommendation.

Next steps (if motion approved)

- Financial reports will be delivered to the FAR Committee on a quarterly basis. Following the Committee's discussions, the reports will be posted to the Board's portal. Anything of significance will be reported to the Board.
- Members will be immediately informed of the proposed 2028 PCAF and this item will be placed on the May 2026 AMM agenda for approval.

BRIEFING NOTE: For decision

Board policy updates		4.3
Purpose:	To approve revisions to existing Board policies	
Link to the Strategic Plan/ Purposes:	Board responsibility: Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<p><i>THAT the Board, on recommendation of the Governance Committee:</i></p> <p><i>a) approve the following revised Board policies:</i></p> <p><i>i. 1.5, About this manual</i></p> <p><i>ii. 4.11, Board management delegation</i></p> <p><i>iii. 5.4, Communications and support to the Board</i></p>	
Vote required to pass:	Two-thirds majority	
Transparency:	Open session	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Denise Pothier, Chair, Governance Committee	

Problem/issue definition

- Through its regular policy review, the Governance Committee (GC) has identified revisions to three (3) Board policies for Board approval.

Proposed action/recommendation

- That the Board review and approve the proposed revisions to the existing policies presented in Appendix 1:
 - 1.5, About this manual:** Minor revisions proposed throughout and described therein to remove redundancies, enhance clarity and readability, and remove a reference to policy governance.
 - 4.11, Board management delegation:** This policy has been simplified so that it is less prescriptive. Statements have been removed from this policy when they are more appropriately captured elsewhere in the policy manual. Redundant language within the policy has also been removed.
 - 5.4, Communications and support to the Board:** References to reporting that are captured more appropriately elsewhere in the policy manual have been removed.

Other options considered

- Revisions to seven (7) Board policies due for regular review were considered at the GC's September 17, 2025, meeting. Staff reviewed each policy in advance of the meeting and proposed revisions as deemed appropriate. Each committee member was then assigned a policy to review in detail and present proposed changes to the committee.

- The four (4) policies not brought forward to the Board at this time will be addressed as follows:
 - 5, *Executive duties and limitations*, will be substantially rewritten and restructured in a more constructive tone in due course. The current version is reminiscent of Carver policies that Engineers Canada moved away from in 2017-2018.
 - The Composition section of 6.4, *Finance, Audit, and Risk (FAR) Committee terms of reference*, will be revisited following the current governance review. The review may lead to changes in Board composition that may inform changes to the committee composition.
 - Policies 5.5, Asset protection, and 7.12, *Net assets*, will be presented to the Board in February 2026, following a second round of review by the Governance Committee.

Risks

- No significant risks have been identified with approving the proposed policy revisions.
- The ongoing governance review may lead to further revisions in the coming year, but there is no inherent risk in approving the current versions now.

Financial implications

- None of the proposed policy revisions have budgetary implications.

Benefits

- The proposed revisions aim to enhance the existing policies so that the Board and its key interest holders have access to clear policies that govern Engineers Canada. Specifically, the proposed revisions remove redundant and outdated language.

Consultation

- In addition to the preliminary review conducted by Engineers Canada's governance staff, the FAR Committee reviewed Board policies 6.4 and 7.12, and the HR Committee reviewed policies 4.11 and 5. The committee's feedback on the respective policies was provided to the Governance Committee in September to inform its deliberations.

Next steps

- Pending Board approval, the policy manual will be updated to include the revised policies.

Appendix

- **Appendix 1:** Marked up (track change) versions of the policies and clean copies.



1 Introduction and background

The introduction and background contain information that helps provide context for the policies in this manual.

Commented [JB1]: This is arguably self explanatory and not necessary.

1.5 About this manual

Date of adoption: April 9, 2018 (Motion 5693)

Review period: Triennial

Date of latest amendment: December 12, 2022 (Motion 2022-12-4D) Date last reviewed: December 12, 2022

- (1) This manual brings together the policies approved and established by the Engineers Canada Board policy manual has been developed on the basic principles of policy governance. The Board of Directors sets policies, delegates implementation, and monitors the results.
- (2) The objectives of this manual are to:
 - a) to document the principles, policies and procedures governing Engineers Canada;
 - b) to serve as the provide direction to Board volunteers and staff on governance style and responsibilities vis-à-vis interest holders; and;
 - c) to serve as a reference on Engineers Canada's organizational policies and structure.

Commented [JB2]: This opening line has been simplified and removes the reference to "policy governance", which is synonymous with the Carver model. As part of the 2017-2018 governance review, Engineers Canada decided to remove all references to Carver and related terms.

- (3) The Board policy manual is available on the public side of Engineers Canada's website. The policies herein are the subject of continual regular review by the Engineers Canada Board of Directors and the manual is updated following any Board-approved revisions.

Commented [JB3]: This line has been moved below, so that the review schedule can be addressed as a separate point.

(3) The Board policy manual is available on the public side of Engineers Canada's website.

(4)

The Engineers Canada Board has adopted this manual to define the governance style of Engineers Canada and its responsibilities vis-à-vis interest holders. This manual collects the policies and procedures developed by the Board.

Commented [JB4]: This is arguably redundant with the text under sections 1 and 2.

- (5) The policies outlined herein recognize that the role of the Board is to give strategic leadership to the organization by representing the Regulators, setting policy and direction, and monitoring organizational performance while delegating responsibilities to the Chief Executive Officer (CEO) and the chairs of the Accreditation and Qualifications Boards.

Commented [JB5]: Note: This reporting relationship is currently being considered as part of the governance review. No change is suggested to this wording in the interim.

1 Introduction and background

1.5 About this manual

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 - b) provide direction to Board volunteers and staff on governance style and responsibilities vis-à-vis interest holders; and
 - c) serve as a reference on Engineers Canada’s organizational policies and structure.
- (3) The policies herein are the subject of regular review by the Engineers Canada Board of Directors and the manual is updated following any Board-approved revisions.
- (4) The Board policy manual is available on the public side of Engineers Canada’s website.
- (5) The policies outlined herein recognize that the role of the Board is to give strategic leadership to the organization by representing the Regulators, setting policy and direction, and monitoring organizational performance while delegating responsibilities to the Chief Executive Officer (CEO) and the chairs of the Accreditation and Qualifications Boards.



4 Role of the Board

4.11 Board management delegation

Date of adoption: May 25, 2018 (Motion 5701)

Review period: Triennial

Date of latest amendment: December 12, 2022
(Motion 2022-12-4D)

Date last reviewed: December 12, 2022

- (1) The Board's ~~sole official~~ connection to the operational organization, its achievements, and its conduct, will be through the CEO. Accordingly:
 - a) Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the CEO; ~~and~~
 - b) Decisions or instructions of individual Directors, officers, advisors, or committees are not binding on the CEO except in rare instances when the Board has specifically authorized such exercise of authority; ~~and,~~
 - c) ~~Directors, officers, advisors, or committees (including the CEAB and the CEQB) may request information or additional assistance, but the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds or that are disruptive;~~
- (2) All Board authority delegated to staff is delegated through the CEO, so that all authority and accountability of staff is the responsibility of the CEO. Where authority and accountability has been delegated to staff, the Board authorizes the CEO to make all decisions required to ~~develop and administer~~ deliver the activities within the policy direction ~~which has been~~ set by the Board. The Board will receive regular progress reports on any delegated area from the CEO. ~~Accordingly:~~
 - a) ~~The Board will refrain from giving instructions to persons who report directly or indirectly to the CEO;~~
 - b) ~~The Board will refrain from evaluating, either formally or informally, any staff other than the CEO;~~
 - c) ~~The Board will not express individual judgments of performance of the CEO or staff other than during participation in Board deliberations; and,~~
 - d) ~~Directors shall not speak on behalf of the Board except to repeat explicitly stated Board decisions, unless authorized by the Board;~~
- (3) ~~The Board will instruct the CEO, the CEAB, and the CEQB through meetings, its Engineers Canada's Strategic Plan and written policies that prescribe the organizational goals to be~~

Commented [JB1]: Revisions are proposed to simplify this policy so that it is less prescriptive and the overall tone is more constructive.

Commented [JB2]: This statement has been removed given that it is also covered in 5.4(1), *Communication and support to the Board*.

Commented [JB3]: The paragraph above arguably addresses the essence of these points.



achieved and describe organizational situations and actions that form the boundaries of the CEO's authority. Accordingly:

- a) The Board will work with staff to develop a Strategic Plan instructing that instructs the CEO, the CEAB, and the CEQB to achieve certain results;
- b) ~~The Board will develop executive duty and limitation policies that prescribe the required activities of the CEO and limit actions and latitude that the CEO may exercise in achieving the results specified in the Strategic Plan.~~ The Board will never prescribe organizational means delegated to the CEO;
~~The Board may change its Strategic Plan and Board policy 5, *Executive Duties and Limitations*, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO;~~ and,
- c) The Board may obtain information from the CEO in respect of any of the delegated duties, except for data protected by privacy legislation.

Commented [JB4]: Updated to match the language used in Board policy 4.1, *Board responsibilities*.

Commented [JB5]: The CEAB and CEQB reporting relationship with the Board is being considered in the current governance review. These references may need to be considered at the end of the review.

Commented [JB6]: These policies have already been drafted, so this line is not necessary.

Commented [JB7]: The value of this line is unclear given that ongoing monitoring of the strategic plan is outlined in Board policy 1.4, *Strategic plan*, and it is well established that policy 5 will go through regular reviews.

4 Role of the Board

4.11 Board management delegation

Date of adoption: May 25, 2018 (Motion 5701)

Review period: Triennial

*Date of latest amendment: December 12, 2022
(Motion 2022-12-4D)*

Date last reviewed: December 12, 2022

- (1) The Board's connection to the operational organization, its achievements, and its conduct, will be through the CEO. Accordingly:
 - a) Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the CEO; and
 - b) Decisions or instructions of individual Directors, officers, advisors, or committees are not binding on the CEO except in rare instances when the Board has specifically authorized such exercise of authority.

- (2) All Board authority delegated to staff is delegated through the CEO, so that all authority and accountability of staff is the responsibility of the CEO. Where authority and accountability has been delegated to staff, the Board authorizes the CEO to make all decisions required to deliver the activities within the policy direction set by the Board. The Board will receive regular progress reports on any delegated area from the CEO.

- (3) The Board will instruct the CEO, the CEAB, and the CEQB through meetings, Engineers Canada's Strategic Plan and written policies that prescribe the organizational goals to be achieved and describe organizational situations and actions that form the boundaries of the CEO's authority. Accordingly:
 - a) The Board will work with staff to develop a Strategic Plan that instructs the CEO, the CEAB, and the CEQB to achieve certain results;
 - b) The Board will never prescribe organizational means delegated to the CEO; and,
 - c) The Board may obtain information from the CEO in respect of any of the delegated duties, except for data protected by privacy legislation.



5 Executive duties and limitations

5.4 Communication and support to the Board

Date of adoption: April 9, 2018 (Motion 5693)

Review period: Triennial

Date of latest amendment: December 12, 2022 (Motion 2022-12-4D) Date last reviewed: December 12, 2022

The CEO shall ensure that the Board is informed and supported in its work. Further, without limiting the scope of the above statement, the CEO shall ensure that:

(1) ~~The Board has reasonable administrative support~~ **is provided** for Board activities including, but not limited to, resources supporting the work of the Accreditation Board and the Qualifications Board in accordance with the Strategic Plan.

(2) ~~Progress reporting required by the Board is submitted in a timely, accurate, and understandable fashion:~~

~~An annual performance assessment report of progress against the outcomes and objectives set in the Strategic Plan;~~

~~Is provided to the Board in February for review and approval; and,~~

~~Is submitted to the Members for information at the Annual Meeting of Members.~~

(3) ~~(1) Interim performance assessment reports of progress against the outcomes and objectives set in the Strategic Plan for the first, second, and third quarters of each year are presented to the Board at the spring, fall, and late fall meetings, respectively.~~

(4) ~~Financial reporting is provided to the Board (having been first reviewed by the Finance, Audit, and Risk Committee), including:~~

a) ~~Quarterly financial updates for the first, second, and third quarters;~~

b) ~~A year-end statement of operations; and,~~

c) ~~The annual audited financial statements, which the Board will approve for submission to the Members at the Annual Meeting of Members.~~

~~The Board is aware of volunteer policies and procedures.~~

(5) ~~(2) The Board is provided with the results of employee engagement surveys, and action plans to address any issues raised therein (having first been reviewed by the Human Resources Committee).~~

Commented [JB1]: This instruction is also expressed in Board policies 4.11, *Board management delegation*, and 6.1, *Board committee and task forces*. Recommend leaving reference here since it is germane to the policy's purpose and removing the other references.

Commented [JB2]: Recommend removing from this policy. These instructions are also captured in Board policy 1.4, *Strategic plan*, section 5. Having duplicate references in the manual creates a risk that future policy reviews will lead to an update in one section and not another. Also, this reference may be considered overly prescriptive.

Commented [JB3]: Recommend removing since these responsibilities are that of the FAR Committee's as outlined in its terms of reference (Board policy 6.4).

Commented [JB4]: Recommend removing since this is a Director responsibility (Board policy 4.2(1)I, that is addressed as part of Director onboarding and development, which has been delegated to the HR Committee (Board policy 6.12.1g).

Commented [JB5]: This is also captured in the HR Committee's TOR, but it is not explicitly stated that the results will go to the Board. Suggest leaving this reference here, or updating the HR Committee's TOR to require a report be made to the Board.



~~(6)~~(3) The Board is aware of any actual or anticipated non-compliance with policies, including when, in the CEO's opinion, the Board is not in compliance with its own policies.

~~(7)~~(4) The Board is aware of any incidental information it requires, including anticipated media coverage, threatened or pending lawsuits, and material or publicly visible external and internal changes or events, including changes in executive personnel.

~~(8)~~(5) No individual Board members are favoured or privileged over others, except when fulfilling individual requests for information or responding to officers or committees who are duly charged by the Board.

~~(9)~~(6) No Board Directors are appointed to operational committees.

5 Executive duties and limitations

5.4 Communication and support to the Board

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The CEO shall ensure that the Board is informed and supported in its work. Further, without limiting the scope of the above statement, the CEO shall ensure that:

- (1) Reasonable administrative support is provided for Board activities including, but not limited to, resources supporting the work of the Accreditation Board and the Qualifications Board in accordance with the Strategic Plan.
- (2) The Board is provided with the results of employee engagement surveys, and action plans to address any issues raised therein (having first been reviewed by the Human Resources Committee).
- (3) The Board is aware of any actual or anticipated non-compliance with policies, including when, in the CEO's opinion, the Board is not in compliance with its own policies.
- (4) The Board is aware of any incidental information it requires, including anticipated media coverage, threatened or pending lawsuits, and material or publicly visible external and internal changes or events, including changes in executive personnel.
- (5) No individual Board members are favoured or privileged over others, except when fulfilling individual requests for information or responding to officers or committees who are duly charged by the Board.
- (6) No Board Directors are appointed to operational committees.