

AGENDA

241th ENGINEERS CANADA BOARD MEETING

October 8, 2026 | 8:30am – 2:00pm ET

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

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

1.	Opening (8:30-8:35am)	5 mins
	1.1 Call to order and approval of agenda – D. Spracklin-Reid (pages 1-3) • Meeting norms <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 1.3 Review of previous Board meeting – D. Spracklin-Reid (pages 4-5) a) Action item list b) Board attendance list	
2.	Consent agenda (8:35-8:40am)	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 2.7 be approved.</i> 2.1 Approval of minutes (pages 6-14) a) <i>THAT the minutes of the May 22, 2026, Board meeting be approved.</i> b) <i>THAT the minutes of the June 15, 2026, Board meeting be approved.</i> 2.2 Committee reports (pages 15-23) a) <i>Finance, Audit, and Risk Committee</i> b) <i>Governance Committee</i> c) <i>Human Resources Committee</i> d) <i>Canadian Engineering Accreditation Board</i> e) <i>Canadian Engineering Qualifications Board</i> 2.3 Approval of committee work plans (pages 24-30) a) <i>THAT the Board approve the 2026-2027 Finance, Audit, and Risk Committee work plan.</i> b) <i>THAT the Board approve the 2026-2027 Governance Committee work plan.</i> c) <i>THAT the Board approve the 2026-2027 Human Resources Committee work plan.</i> 2.4 Canadian Engineering Accreditation Board (CEAB) and Canadian Engineering Qualifications Board (CEQB) volunteer recruitment and succession plans (pages 31-38) a) <i>THAT the Board approve the 2026-2027 CEAB volunteer recruitment and succession plan.</i> b) <i>THAT the Board approve the 2026-2027 CEQB volunteer recruitment and succession plan.</i> 2.5 Director appointments to CEQB (pages 39-40) <i>THAT the Board, on recommendation of the HR Committee, approve a one-time exception to the Canadian Engineering Qualifications Board (CEQB) Terms of Reference and appoint Denise Pothier as a Director appointee to the CEQB for a two-year term (2026-2028) to support continuity and succession planning.</i> 2.6 Legislative compliance certificate (pages 41-49) 2.7 Annual advocacy report (pages 50-54)	
3.	Executive reports (8:40-9:50am)	
	3.1 President's report – D. Spracklin-Reid (slides)	10 mins

	3.2 CEO update – P. Rizcallah a) Report on activities since last Board meeting (slides) b) Q2-2026 Interim Strategic Performance Report (pages 55-68) c) Advancing collaboration and harmonization (verbal)	20 mins
	3.3 Realizing Futures of Engineering Accreditation – T. Hubley (slides)	10 mins
	3.4 CEO Group report – H. Yang (slides)	15 mins
	3.5 Presidents Group report – L. Notash (slides)	15 mins
	Health break (9:50-10:05am)	15 mins
4.	Board business/required decisions (10:05am-11:55am)	
	4.1 Items pulled from consent agenda, if required	10 mins
	4.2 CEAB – J. Pataky (pages 69-72) • Draft 2027 work plan	10 mins
	4.3 CEQB – S. Inchasi (pages 73-87) • Draft 2027 work plan • 2026 Foresight papers	15 mins
	4.4 CEQB products - S. Inchasi (pages 88-93) <i>THAT the Board, on recommendation of the CEQB, approve the following products:</i> a) <i>New CEQB Guideline on the ethical development and use of disruptive technologies (circulated separately)</i> b) <i>Archival of the 2018 Regulators Guideline on Assessing Work Experience Using Competency-Based Assessment (circulated separately)</i>	10 mins
	4.5 Draft 2027 budget and 2029 Per Capita Assessment (presented as information for discussion) – J.Paliwal (pages 94-123)	15 mins
	4.6 Governance Review Task Force update – C. Bellini (verbal, pages 124-153) Board size and Independent Directors a) <i>THAT the Board recommend that Members approve amendments to the Engineers Canada bylaws to reduce the size of the Board based on a one-Regulator, one-seat model, with the change to take effect at the May 2027 Annual Meeting of Members.</i> b) <i>THAT the Board recommend that Members approve amendments to the Engineers Canada bylaws to provide for a minimum of one and up to three Independent Directors, with the Independent Director provisions to take effect at the May 2028 Annual Meeting of Members.</i> c) <i>THAT the Board authorize any consequential, transitional, and housekeeping amendments necessary to give effect to the bylaw amendments and implementation timelines.</i> National Alliance Definition a) <i>THAT the Board approve the definition of “National Alliance” as set out in the meeting materials and recommend that the definition, together with the proposed Regulator Forum process, be presented to the Members at the May 2027 Members’ meeting, with authority delegated to the Chief Executive Officer to make any necessary administrative revisions.</i>	20 mins
	4.7 CEAB Liaison Group proposal – M. Rose (pages 154-155) <i>THAT the Board endorse the proposed Accreditation Board Liaison Group framework as a basis for further development and direct the Governance Committee to prepare a policy for future Board consideration, taking into account the ongoing governance review.</i>	20 mins

	4.8 Realizing an Inclusive Profession – A. Mullick (pages 156-159) <i>THAT the Board approve in principle the adoption of an organizational commitment statement to guide Engineers Canada’s role in advancing a welcoming and inclusive profession, and authorize the Governance Committee to review and approve the final statement, including any revisions needed to ensure consistency with Engineers Canada’s existing policies, website content, public statements, and organizational commitments.</i>	10 mins
5	Next meetings (11:55-12:00pm)	5 mins
	Board meetings: - December 3, 2026 (virtual) - February 26, 2027 (Toronto, ON) - April 7, 2027 (virtual) - May 28, 2027 (Whitehorse, YT)	
	2026-2027 committee and task force meetings:	
	- CEAB – Policies and Procedures Committee: October 14, 2026 (virtual) - Governance Review Task Force: October 15, 2026 (virtual) - FAR committee: October 20, 2026 (virtual) - CEAB – Policies and Procedures Committee and Deans Liaison Committee: October 22, 2026 (virtual) - HR Committee: November 19, 2026 (virtual) - Governance committee & Governance Review Task Force Joint meeting: November 24, 2026 (virtual) - HR Committee: November 30, 2026 - HR Committee: December 10, 2026 (virtual) - FAR Committee: December 11, 2026 (virtual) - Governance Committee: January 12, 2027 (virtual) - CEAB meeting – February 6 & 7, 2027 (Virtual) - HR Committee: February 26, 2027 (Toronto, ON) - FAR Committee: March 5, 2027(virtual) - Governance Committee: March 9, 2027 (virtual) - HR Committee: March 31, 2027 - CEAB meeting – April 3, 2027 (virtual) - FAR Committee: May 7, 2027 (virtual) - CEAB meeting – June 4 to 6, 2027 (Ottawa, ON)	
	Lunch (12:00-1:00pm)	
6	In-camera sessions (1:00-1:50pm)	
	6.1 Board Directors and Direct Reports <i>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.</i>	20 mins
	6.2 Board Directors and CEO <i>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 and the Engineers Canada CEO.</i>	20 mins
	6.3 Board Directors only <i>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.</i> Meeting evaluation	10 mins
7	Closing (motion not required if all business has been completed)	

Engineers Canada Board of Directors action log

	Meeting date	Action	Responsible	Due date	Update
1.	May 22, 2026	CEO take on work with the Presidents Group Terms of Reference and report back to the Board at the next meeting.	CEO	October 8, 2026	Will be completed

Last updated: September 24, 2026		Andrew Lockwood	Arian Arenja	Arlum Mullick	Jean-Luc Martel	Jitendra Pathwal	Lisa Dolé	Sophie Larivière-Mantha	Nick Colucci	Lorne Cutler	Menelika Mekomba	Christopher Dixon	Christopher Chahine	Ann English	Denise Pothier	Paul Guy	Jay Negendran	Elliott Coles	Marlo Rose	Denise Spracklin-Reid	Marisa Sterling	Normand Chevalier	John Van der Put	Mark Adams
Board Meetings																								
	June 15, Hybrid (Port Rexton, NL)	✓	✓	✓	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	*	✓	✓	
CEAB																								
	May 29-31, Ottawa, ON		✓										✓											✓
	September 11-12, Montreal, QC		✓										✓											✓
CEAB -- Policies and Procedures Committee																								
	July 7, virtual		✓										✓											
CEAB -- Accountability in Accreditation Committee																								
	July 20, virtual																							✓
	July 23, virtual																							✓
	July 28, virtual																							✓
	July 29, virtual																							✓
CEQB																								
	July 20, Virtual					✓			✓					✓			✓							
	September 13-14, Montreal, QC					✓								✓			✓		✓				✓	
FAR Committee																								
	June 15, Hybrid (Port Rexton, NL)				✓				✓						✓	✓					*			
	August 13, Virtual				✓				✓						✓	*		✓			✓	✓		
Governance Committee																								
	June 15, Hybrid (Port Rexton, NL)	✓			*			✓	✓		✓	✓		✓			✓	✓	✓	✓		✓	✓	
	September 16, Virtual	✓			✓			✓	*		✓	✓		✓				✓	✓	✓		✓	✓	
HR Committee																								
	May 23, Hybrid (Calgary, AB)			✓									✓					✓	✓			✓		
	August 24, Virtual			*									✓					✓	✓			✓		
	September 3, Virtual			✓									✓					✓	✓			✓		
Governance Review Task Force																								
	May 21, Virtual							✓											✓			✓	✓	
	June 25, Virtual							✓										✓	✓			✓	✓	
	August 5, Virtual							✓										✓	*			✓	✓	
Attendance Required		✓																						
Attendance Not Required / Completed		✓																						
Attendance for Partial Meeting / In progress		✓																						
Attendance required, regrets		*																						
Not applicable		-																						

MINUTES OF THE 239th ENGINEERS CANADA BOARD MEETING

May 22, 2026, 9:00am-5:00pm (MT)

Hybrid meeting: The Westin Calgary, Calgary, AB | Zoom

The following Directors were in attendance:	
J. Van der Put, Chair D. Spracklin-Reid, President-Elect M. Wrinch, Past President A. Arenja E. Coles N. Colucci C. Chahine (virtual) C. Dixon L. Doig A. English (virtual) S. Jha T. Joseph	T. Kirkby S. Larivière-Mantha J. Martel (virtual) A. Lockwood M. Mekomba A. Mullick J. Paliwal D. Pothier M. Rose M. Sterling N. Turgeon
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 (virtual)	P. Rizcallah, CEO L. Go, General Counsel and Corporate Secretary
The following observers were in attendance:	
Dan Abrahams, Vice President, PEO Kamran Ata, President NAPEG Christian Bellini, Chair, Governance Review Task Force Normand Chevalier, Incoming Director, OIQ Lorne Cutler, Incoming Director, PEO Lia Daborn, CEO, APEGNB (virtual) Dale Heffernan, VP, Engineers Yukon Stormy Holmes, Executive Director & Registrar, APEGS Mike Houvardas, President, Engineers Geoscientists MB Hayley Jubinville, President CFES Nicolas Kaminski, President, APEGS	Jim Landrigan, Engineers PEI, Executive Director / Registrar (virtual) Dean Mullin, President APEGA Leila Notash, President, PEO Jeff O'Keefe, Chair, PEGNL Libby Osgood, President, Engineers PEI Sandro Perruzza, CEO, OSPE Jennie Rand, President, Engineers Nova Scotia Bernard Roy, President, APEGNB Adam Wallace, President, Engineers Yukon Christopher Yip, Chair, EDC Heidi Yang, CEO, EGBC (virtual)
The following staff were in attendance:	
Joan Bard Miller, Manager, Governance, Board Services Juliet Chou, Governance Coordinator Carole Ann Hoffman, Specialist, Qualifications (virtual) Brent Gibson, Manager, Communications Trina Hubley, Vice-President, Regulatory Affairs Roselyne Lampron, Accreditation Program Advisor (virtual) Derek Menard, CFO	Ryan Melsom, Manager, Qualifications and CEQB Secretary (virtual) Melanie Ouellette, Manager, Strategic and Operational Planning (virtual) Alison Peverley, Coordinator, Qualifications (virtual) Jeanette Southwood, EVP, Corporate Affairs & Strategic Partnerships

1. Opening

1.1 Call to order and approval of agenda

J. Van der Put, President, Engineers Canada, called the meeting to order at 9:00 am MT. Participants were welcomed, quorum was confirmed, and the land was acknowledged.

Motion 2026-05-1D

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 30 by 30 and collaboration for collective action.

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

There were no comments or questions about the pre-circulated action list or Board attendance list.

2. Consent agenda

2.1 Approval of minutes

THAT the minutes of the February 27, 2026 Board meeting be approved.

THAT the minutes of the April 8, 2026 Board meeting be approved.

2.2 Update on the 50-30 Challenge

2.3 CEAB appointments

THAT the following CEAB appointments be approved for the period July 1, 2026 to June 30, 2029:

- Pierre Bourque, member-at-large (third term)
- Mrinal Mandal, member-at-large (third term)
- Jason Foster, member-at-large (second term)
- Zahra M. Kazem-Moussavi for Manitoba/Saskatchewan (first term)
- Derek Oliver, member-at-large (first term)
- Farrah Fayyez, member-at-large (first term)
- Réda Fayek, member-at-large (first term)

2.4 CEQB appointments

THAT the following CEQB appointments be approved for the period July 1, 2026, to June 30, 2029:

- Farzad Rayegani, PEO Representative (second term)
- Reem Roufail, Member-at-large (first term)
- Ron Thiessen, Alberta Representative (first term)
- Adam Wallace, Northern Representative (second term)

2.5 Regulations for Granting Transfer Credits

THAT the Board, on recommendation of the CEAB, approve the new clause 2.3.3 to be added to Appendix 1, Regulations for granting transfer credits, of the CEAB Accreditation Criteria and Procedures

Motion 2026-05-2D

Moved and seconded

THAT consent agenda items 2.1 to 2.5 be approved.

Carried

3. Executive reports

3.1 President's report

J. Vander Put provided a verbal update to the Board on his Engineers Canada-related activities since the previous Board meeting, which included:

- Greetings for Regulator AGMs,
- Attending Engineers Canada meetings, and
- Delivering Governance Review Presentations to Regulator Councils

The Board discussed governance review themes and the need for further detail before final approval of bylaw changes. Additional education on Directors' fiduciary duties and their role distinct from regulator representation was also noted.

3.2 CEO update

P. Rizcallah, CEO, Engineers Canada, presented the Board with highlights of operational activities since the February 2026 Board meeting, noting that the governance review remains a primary focus, with successful meetings held with regulator councils. He also provided updates on strategic staffing, the 30 by 30 initiative's increased focus on K-12 outreach, database system review work, positive financial results, ongoing support for regulator initiatives, the IEA audit, and Engineers Canada's recognition as a top employer.

The Board discussed how strategic progress is being assessed, including the status indicators for 2029 objectives, potential risks to timelines and pillars, and indicators of adoption for non-CEAB recommendations. It was noted that co-design efforts are showing positive signs through engagement with regulators and other interest holders, and that resource needs for the K-12 initiative will be reassessed as the work expands nationally.

The Board discussed the Q1 strategic report, including accreditation indicators and the process for selecting the next collaboration and harmonization initiative.

Phil provided an update on the Talent Map survey results, noting that the organization is taking the feedback seriously through actions such as hiring an HR Director, engaging a consultant for teamwork and training, improving staff communications, and supporting a gradual return-to-office approach. The Board discussed survey cadence, content, anonymity, and whether internal operational health metrics should be tracked.

3.3 Realizing accreditation and academic assessments

The Board received an update on the Realizing Accreditation and Academic Assessment work, including the strategy, roadmap, pilot studies, timelines, industry engagement, and ongoing work on specific accreditation unit issues. It was noted that while the accreditation system is not expected to change by 2029, the path forward should be clearer by then, with implementation continuing into the 2030s. The Board discussed timelines, resources, risks, and the importance of continued alignment and engagement. Key risks identified included maintaining volunteer engagement and championing the work, while staff noted there are no current funding or staffing concerns and that progress continues with strong interest holder involvement.

3.4 CEO Group report

P. Mann, CEO Group Advisor to the Board, reported on the CEO Group's meeting held on May 20 and 21, 2026.

Discussion followed, focusing on interprovincial mobility and operationalizing collaboration and harmonization.

3.5 Presidents Group report

D. Mullin, President, The Association of Professional Engineers and Geoscientists of Alberta, reported on the President Group's meeting held on May 21, 2026.

Action Item: That the CEO take on work with the Presidents Group Terms of Reference and report back to the Board at the next meeting.

4. Board business / required decisions

4.1 Items pulled from consent agenda, if required

4.2 CEAB report

R. Gosine, CEAB Chair, provided an update on CEAB progress including concerns about staffing. Presentation slides were pre-circulated. The Board also discussed progress toward outcomes-focused accreditation. A discussion ensued.

4.3 CEQB report

S. Inchasi, CEQB Chair, provided an update on behalf of the CEQB. Presentation slides were pre-circulated. The Board discussed alignment with CEOG and regulator needs. A discussion ensued.

4.4 FAR Committee report

M. Sterling, Finance, Audit and Risk (FAR) Committee Chair, provided an update on FAR Committee activities since the Winter Board meeting. The Board discussed year-end financials, reserve targets, the audit process, and the PCAF recommendation proceeding to the Members. The Board also discussed the risk register.

4.5 Corporate Risk Profile / Risk registers

M. Sterling presented the changes made to the Board and operational risk registers as part of the annual deep dive conducted by the FAR Committee, as detailed in the pre-circulated briefing materials.

4.6 Realizing an Inclusive Profession

T. Joseph and A. Mullick provided an update on Realizing an Inclusive Profession and sought direction in the future board workshop to focus on the substance and path forward, rather than wordsmithing. Presentation slides were pre-circulated.

4.7 Governance Committee report

D. Pothier, Governance Committee Chair, provided an update on Governance Committee activities since the Winter Board meeting.

4.8 Recommendations from the governance review

C. Bellini presented the update on feedback on the recommendations from the Regulator councils and boards. The Board discussed implementation risks, including the need to identify more complex recommendations and confirm timelines before October.

4.9 Human Resources (HR) Committee report

M. Rose, HR Committee Chair, provided an update on HR Committee activities since the Winter Board meeting, as outlined in the pre-circulated year-end report.

5. Annual updates from interest holders

Representatives from EDC and CFES were invited to provide updates, with supporting slide presentations made available on the Engineers Canada website.

5.1 Engineering Deans Canada (EDC)

C. Yip, Chair, EDC, provided the Board with an annual update on behalf of EDC, in which he focused on the current challenges facing higher education.

5.2 Canadian Federation of Engineering Students (CFES)

H. Jubinville, President, CFES, provided an update on behalf of CFES, followed by a short question and answer period. Supporting slides were pre-circulated to the Board.

6. Elections and appointments

6.1 Election of the President-Elect

Five candidates applied for the position of President-Elect. The resumes of each applicant were pre-circulated to the Board along with the Board policy that outlines the voting process.

Following four rounds of voting, Marlo Rose was elected Engineers Canada's President-Elect for 2026-2027.

6.2 Appointment of the 2026-2027 HR Committee

M. Rose presented the HR Committee's recommendation to the Board for appointees to the 2026-2027 HR Committee, in addition to the President, Past President and President-Elect.

Motion 2026-05-3D

Moved and seconded

THAT the Board, on recommendation of the HR Committee, appoint the following Directors to the 2026-2027 HR Committee:

a) Marlo Rose

b) Anjum Mullick

c) Christopher Chahine (in the event that any of the previous are elected as President-elect)

Carried

7. Next meetings

The next Board meetings are scheduled as follows:

- June 15, 2026 (Port Rexton, NL)

8. In-camera sessions

8.1 Board Directors, Direct Reports, CEO Group Advisor, and staff

Motion 2026-05-4D

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 CEO Group Advisor to the Board, the Secretary, the Manager, Governance and Board Services, and the CFO.

Carried

8.2 Board Directors and CEO

Motion 2026-05-5D

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, and the Engineers Canada CEO.

Carried

8.3 Board Directors only

Motion 2026-05-6D

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

9. Closing

With no further business to address, the meeting closed at 3:57pm MT.

Minutes prepared by Light Go, General Counsel and Corporate Secretary for:

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

MINUTES OF THE 240th ENGINEERS CANADA BOARD MEETING

June 15, 2026 | 9:30am – 10:00am NT

Hybrid meeting: Fishers' Loft Inn, Mill Rd, Port Rexton, NL | Virtual: Zoom

The following Directors were in attendance	
D. Spracklin-Reid, President M. Rose, President-Elect J. Van der Put, Past President M. Adams A. Arenja C. Chahine E. Coles N. Colucci L. Cutler C. Dixon L. Doig	A. English P. Guy (virtual) J. Nagendran S. Larivière-Mantha (virtual) A. Lockwood M. Mekomba (virtual) A. Mullick J. Paliwal D. Pothier M. Sterling
The following Directors sent regrets	
N. Chevalier	J. Martel
The following CEO Group Advisor was in attendance	
H. Yang, Chair, CEO Group	
The following Direct Reports to the Board were in attendance	
S. Inchasi, Chair, CEQB J. Pataky, Vice-Chair, CEAB	P. Rizcallah, CEO L. Go, General Counsel and Corporate Secretary
The following staff were in attendance	
J. Chou, Interim Governance Advisor T. Hubley, Vice President, Regulatory Affairs	J. Southwood, EVP, Corporate Affairs & Strategic Partnerships

1. Opening

1.1 Call to order and approval of agenda

D. Spracklin-Reid, Board Chair, acknowledged the land, confirmed quorum, and called the meeting to order at 9:30 am NT. The meeting participants introduced themselves.

Motion 2026-06-1D

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.

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.

2. Board business/required decisions

2.1 Director appointments to committees and roles

J. Van der Put, Chair of the HR Committee, introduced the HR Committee's recommendations for committee appointments, as pre-circulated in the agenda book.

It was advised that the Board approve an one-time exception to CEAB Terms of Reference, per section 6.9.5 of the Board policy, for the 2026 Board year by appointing Ann English (2026-2027); Arjan Arenja (2025-2027); and Mark Adams (2026-2028), recognizing the impending completion of the Board terms

of the current Director appointees and the need to facilitate continuity and knowledge transfer. This exception shall not constitute an amendment to the Terms of Reference and the Board requests that CEAB review and provide recommendations regarding committee composition for future consideration, if desired.

Motion 2026-06-2D

Moved and seconded

THAT the Board, on recommendation of the HR Committee, appoint the following individuals to committees and roles for terms as outlined:

a) Director appointee – CEAB: As a one-time exception to the CEAB Terms of Reference, additionally appoint of the below directors for the 2026 Board year to support continuity and succession planning:

- **Ann English (2026-2027)**
- **Mark Adams (2026-2028)**

b) Director appointee – CEQB

- **Lisa Doig (2026-2027)**

c) Finance, Audit, and Risk (FAR) Committee (2026-2027)

- | | |
|----------------------------|---------------------------|
| • Normand Chevalier | • Jay Nagendran |
| • Lorne Cutler | • Jitendra Paliwal |
| • Paul Guy | • Steve Vieweg |

d) Governance Committee (2026-2027)

- | | |
|----------------------------------|---------------------------|
| • Menelika Bekolo | • Jean-Luc Martel |
| • Nick Colucci | • Denise Pothier |
| • Christopher Dixon | • Marisa Sterling |
| • Andrew Lockwood | • John Van der Put |
| • Sophie Larivière-Mantha | |

Carried

3. Next meetings

The Board noted its schedule for the remainder of the annual workshop, as well as its upcoming meeting dates:

- | | |
|-----------------------------------|---------------------------------|
| • October 8, 2026 (Ottawa, ON) | • April 7, 2027 (virtual) |
| • December 3, 2026 (virtual) | • May 28, 2027 (Whitehorse, YT) |
| • February 26, 2027 (Toronto, ON) | |

The current committee meeting schedule was also reviewed, as follows:

- | | |
|---|--|
| • June 15, 2026 (Port Rexton, NL): | • CEAB meeting – September 11-12, 2026 (Montreal, QC) |
| • Governance Committee | • CEQB meeting: September 13-14, 2026 (Montreal, QC) |
| • FAR Committee | • CEAB – Policies and Procedures Committee: October 14, 2026 (virtual) |
| • CEAB – Policies and Procedures Committee: July 7, 2026 (virtual) | • CEAB – Policies and Procedures Committee and Deans Liaison Committee: October 22, 2026 (virtual) |
| • CEQB meeting: July 20, 2026 (virtual) | • HR Committee: November 19, 2026 |
| • CEAB – Accountability in Accreditation Committee: July 20, 2026 (virtual) | • HR Committee: December 10, 2026 |
| • CEAB – Accountability in Accreditation Committee: July 23, 2026 (virtual) | • CEAB meeting – February 6 & 7, 2027 |
| • CEAB – Accountability in | |

- | | |
|--|--|
| <p>Accreditation Committee: July 28, 2026 (virtual)</p> <ul style="list-style-type: none"> • CEAB – Accountability in Accreditation Committee: July 29, 2026 (virtual) • HR Committee: September 3, 2026 (virtual) | <p>(Virtual)</p> <ul style="list-style-type: none"> • HR Committee: February 26, 2027 • HR Committee: March 31, 2027 • CEAB meeting – April 3, 2027 (Virtual) • CEAB meeting – May 28 to 30 (Ottawa, ON) |
|--|--|

4. Closing

With no further business to address, the meeting terminated at 9:48am (NT).

Minutes prepared by Light Go for:

Darlene Spracklin-Reid, FEC, P.Eng., President

BRIEFING NOTE: For information

FAR Committee report		2.2a
Purpose:	To review the FAR Committee contributions since the June 15, 2026, 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:	Juliet Chou, Governance Associate	
Presented by:	Jitendra Paliwal, 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 June 15, 2026, the FAR Committee agreed upon its work plan for 2026-2027 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 indicated in the work plan, the FAR Committee completed several of its responsibilities at its August 13, 2026 meeting.
- Of note from that meeting, the FAR Committee reviewed the 2027 draft budget, proposed 2029 per capita assessment fee (PCAF), the Q2 financial results, and Corporate Risk Profile. The Committee was supportive of the budget and PCAF recommendations, which will be presented to the Board under item 4.5 of the current meeting agenda.

Next steps

- The Board is asked to approve the FAR Committee's work plan under item 2.3 of the current meeting agenda.
- The FAR Committee Chair will present to the Board the draft budget and per capita assessment fee (PCAF) recommendation for discussion under agenda item 4.5.
- As indicated in its work plan, the FAR Committee will meet on October 20 to finalize the draft budget and per capita assessment fee recommendation for Board approval in December.

BRIEFING NOTE: For information

Governance Committee report		2.2b
Purpose:	To review the Governance Committee contributions since the June 15, 2026, Board meeting.	
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. 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)	
Prepared by:	Juliet Chou, Governance Associate	
Presented by:	Marisa Sterling, 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 June 15, 2026, the Governance Committee agreed upon its work plan for 2026-2027 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

- In addition to its regular policy review, the Committee reviewed the proposed Accreditation Board Liaison Group, received an update on the status of the Governance Review work and the motions coming forward in October, recommended that the Board approve the definition of "National Alliance" recommended through the Governance Review, and continued its scheduled policy review work.
- At the request of the Governance Review Task Force, the Committee considered the proposed bylaw amendment regarding independent directors. The Committee discussed eligibility criteria for P.Eng requirement. The Committee offered perspectives on where related criteria should be addressed within the governance framework, including through board policy, such as the nominations process.

Next steps

- The Board will be asked to approve the Governance Committee's work plan under item 2.3 of the current meeting agenda.
- As appropriate, the Governance Committee Chair will bring key issues and items for discussion to the Board.
- The Governance Committee will meet next in November to address the work plan items assigned to that meeting.

BRIEFING NOTE: For information

Human Resources Committee report		2.2c
Purpose:	To review the Human Resources (HR) Committee's contributions since the June 15, 2026, 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) Tarnished reputation (Board risk)	
Prepared by:	Juliet Chou, Governance Associate	
Presented by:	John Van der Put, 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 May 23, 2026, the HR Committee agreed upon its work plan for 2026-2027 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

- At its August 24 meeting, the HR Committee recommended that the Board approve a one-time exception to the Canadian Engineering Qualifications Board terms of reference and appoint Denise Pothier as a Director appointee for a two-year term to support continuity and succession planning.
- At its September 3 meeting, the HR Committee reviewed progress against the CEO's 2026 objectives, discussed draft objectives for 2027, and advanced preparations for the Chair assessment process, formal CEO evaluation, compensation review, and CEO succession planning.

Next steps

- The Board is asked to approve the HR Committee's 2026-2027 work plan under item 2.3 of the current meeting agenda.
- The HR Committee will meet next on November 19, 2026, to address the work plan items assigned to that meeting.

BRIEFING NOTE: For information

Canadian Engineering Accreditation Board (CEAB) report		2.2d
Purpose:	To review the CEAB contributions since the May 22 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:	Decreasing value of accreditation (Board risk)	
Prepared by:	Roselyne Lampron, CEAB Acting Secretary	
Presented by:	Julius Pataky, CEAB Chair	

Background

- The Canadian Engineering Accreditation Board (CEAB) performs assessments of undergraduate engineering programs delivered by Canadian Higher Education Institutions (HEIs) to decide if they meet accreditation criteria approved by the Engineers Canada Board (Board). It grants accreditation to those programs that meet the criteria. The CEAB also produces strategic advice and information needed for the Board to make decisions on matters relating to engineering education both in Canada and in other countries.
- On December 8, 2025, the Board approved the CEAB's 2026 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 its work since the last Board meeting.

Status update

- **Accreditation decisions**
 - At its May decision meeting, the CEAB made 70 accreditation decisions across 16 HEIs.
- **Accreditation visits**
 - The 2026/2027 accreditation cycle includes 19 accreditation visits and reviews of 41 engineering programs, supported by 72 volunteers. The cycle began with the first visit in the first week of October and will conclude with the final visit in the second week of March.
- **Accountability in Accreditation**
 - The 2026 Accountability in Accreditation report was presented to the CEAB at its September meeting and is available on the Engineers Canada [website](#). This annual report assesses the accreditation system using survey feedback from participants and interest holders. Its recommendations help inform the CEAB's ongoing improvement actions.
- **Risk-based decision model**
 - To improve transparency, consistency, effectiveness and efficiency in the accreditation decision-making process, the CEAB developed a new risk-based decision framework. The decision model codifies the factors which have been considered in accreditation decisions. The framework addresses limitations of the previous approach by assessing two dimensions of each criterion: (1) the current strength of compliance, and (2) the future risk of non-compliance.
 - The new framework ran in parallel with the existing decision framework at the CEAB's Spring 2026 decision meeting.

- o CEAB members participated in a workshop at their September meeting to become familiar with the new model and its application.
- o Full implementation is planned for the Spring 2027 decision meeting.
- **Recommendations 7, 8, and 9 of the Futures of Engineering Accreditation (FEA) Path Forward Report**
 - o Under the current CEAB accreditation criteria, programs must demonstrate that a minimum amount of curriculum content is taught by faculty members who are licensed, or progressing toward licensure, as professional engineers in Canada. These requirements are known as “Specific Accreditation Units” or “Specific AUs” and are currently measured through direct student-instructor contact hours. The intent was to ensure that some program material was taught by professional engineers, so that students would be exposed to professional engineering practice and ethos.
 - o In October 2025, through the Realizing Futures of Engineering Accreditation (RFEA) project, the Engineers Canada Board directed the CEAB to develop proposed changes to the accreditation criteria related to faculty licensure requirements. The goal was to complete this work by October 2026.
 - o The collaborative co-design process produced recommended criteria that would shift the requirements away from prescribed contact-hour thresholds and toward evidence that students have substantial and meaningful involvement with licensed professional engineers throughout their engineering program.
 - o Before finalizing the new criteria for broader consultation, the P&P Committee consulted with regulator representatives to ensure that the proposed criteria aligned with regulators’ views on the role of professional engineers in developing new entrants to the profession, including engineers-in-training (EITs), and were consistent with regulators’ perspectives on the enforcement of licensure requirements in academia.
 - o Engineering Deans Canada supported the new criteria prior to release for consultation.
 - o A national consultation on the proposed criteria changes was launched in June 2026. Consultation materials were posted on the [Engineers Canada website](#), promoted through multiple communication channels, and shared directly with key interest-holder groups. Introductory webinars were also offered in English and French, with recordings and presentation materials made available online. To support participation during the summer period, the consultation deadline was extended to August 28, 2026.
 - o Following the close of consultation, at the September meeting, CEAB members participated in a workshop to discuss implementation considerations.
 - o Consultation feedback will be reviewed by the P&P Committee and the joint P&P/DLC group in October 2026.
 - o Recommendations are expected to be presented to the CEAB for decision in December 2026 and submitted to the Engineers Canada Board for approval in February 2027.
- **International Engineering Alliance (IEA)**
 - o Representatives of the CEAB participated in nine assessments under the International Engineering Alliance’s Washington Accord, including four periodic reviews, three applications for full signatory status, one application for provisional status, and one progress report.
 - o A representative of the CEAB participated at the annual IEA general meeting as part of the Engineers Canada delegation.
- **2027 CEAB meetings (tentative)**
 - o February 6 and 7 (virtual)

- o April 3 (virtual)
- o June 4, 5, 6 in Ottawa, ON
- o September 9 and 10 in St John's, NL (to be confirmed)

BRIEFING NOTE: For information

CEQB Report		2.2e
Purpose:	To update the Engineers Canada Board on the CEQB's 2026 program deliverables, the proposed 2027 work plan, and key strategic considerations facing the program.	
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. Strategic Priority 1: Realizing the Future of Engineering Accreditation	
Link to Corporate Risk Profile:	Board Risk 2: Decreased confidence in the governance functions Board Risk 3: Diminished national collaboration Board Risk 4: Diminished scope and value of engineering regulation Board Risk 7: Tarnished reputation Operational Risk 8: Insufficient client satisfaction	
Prepared by:	Ryan Melsom, CEQB Secretary and Manager of Qualifications	
Presented by:	Sam Inchasi, CEQB Chair	

Background

- The Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that support the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate practitioner mobility within Canada.
- This report provides the Board with an update on three interconnected areas: 2026 program deliverables, the proposed 2027 work plan, and the strategic context shaping the program's near-term direction.

Status update

2026 Program Deliverables

- The CEQB completed three significant products since its last update, presented alongside this report for Board review. Together, they reflect the depth of expertise and commitment that the CEQB's volunteer community brings to the profession.
 - o **New Regulators Guideline on the Ethical Development and Use of Disruptive Technologies:** provides principles-based guidance for engineers working at the frontiers of emerging technology, including artificial intelligence. The guideline was developed by a volunteer working group that included a Dean of an Electrical and Software Engineering program, a professor specializing in technology and society whose work on this topic has been recognized internationally, and a former Dean of Engineering with project experience spanning more than 40 countries. The result is a rigorous, forward-looking resource grounded in genuine expertise.
 - o **Foresight Paper: Engineering the Energy Transition – What the Profession Needs to Do—and Why It Cannot Wait:** examines what the shift to lower-emission energy systems means for how engineers are educated, how they practise, and how regulatory frameworks keep pace with rapidly evolving technology. The paper identifies concrete gaps in current

curricula and professional standards, and frames the energy transition as a defining challenge—and opportunity—for the profession.

- o **Foresight Paper: Sustaining a Trusted Profession – Engineering, Government, and the Work of Building Trust:** examines how engineers can maintain and strengthen public and government confidence at a time when technical expertise alone is no longer sufficient. The paper argues that trust is built proactively—through how engineers communicate, engage, and practise—and makes the case for treating engagement and communication as core professional competencies, not supplementary ones.
- Both Foresight Papers were produced by the 2025–2026 CEQB Foresight Committee, a national body whose expertise spans energy generation, oil and petroleum engineering, environmental engineering, and consulting practice. The CEQB’s work is regularly recognized for its quality; these papers, intended to spark awareness of key issues affecting the profession, are representative of the calibre of contribution the volunteer community consistently makes.

Proposed 2027 Work Plan

- The proposed 2027 work plan, planned for Board approval in December 2026, is attached for the Board’s information. It reflects a deliberate and responsive approach: rather than proceeding with a full conventional work plan in a year of significant strategic transition, the CEQB has structured 2027 around work that is either clearly supported by Regulators or directly serves the program’s longer-term effectiveness.
 - o **Carried forward:** The Regulators guideline on managing frivolous and vexatious complaints is carried forward with a target completion of February 2027.
 - o **New priority: Structured efficacy initiative:** In direct response to Regulator CEO feedback, the work plan includes a structured initiative to improve CEQB efficacy—examining work plan processes, priority-setting, and the identification of key research topics. This initiative is the practical vehicle for the strategic work the CEQB has been developing and reflects a genuine commitment to aligning the program with what Regulators actually need. A related consideration is the CEQB’s product development timelines. In brief, delivering national guidance in a two-year cycle has been identified as a concern by Regulators, and improving delivery speed is one of the areas the efficacy initiative will examine.
 - o **New priority: Strategic plan support:** The CEQB will provide support for Engineers Canada strategic plan initiatives as directed by the Board, including the governance review, the Regulator forum, and work related to the accreditation transition (RAAA).
 - o **Syllabus reviews:** Two syllabus reviews are proceeding: Geological engineering (January 2027) and Civil engineering (April 2027). Non-prioritized reviews continue to be paused pending the outcome of the Tandem data management review and the CEQB’s analysis of how the shift to outcomes-based accreditation will affect the inputs-based Syllabi. The Board will be kept informed of any changes to this timeline.

Strategic Context and Emerging Considerations

- The following considerations are offered for the Board’s awareness. They are not presented as problems requiring immediate Board action, but as factors shaping the program’s environment that the Board may wish to monitor:
 - o **Regulator engagement model:** The CEQB has transitioned to a model in which all communications and consultations with Regulator staff are to be coordinated through Regulator CEOs and the Engineers Canada CEO. The CEQB is adapting to this model in good faith and recognizes its potential to improve alignment between national work and Regulator priorities. As with any significant change to an established engagement model,

the CEQB is monitoring for any effects on consultation depth, relationship continuity, and the ability of volunteers—who contribute considerable expertise—to do their work effectively.

- o **Program governance:** Ongoing discussions about the CEQB’s reporting structure and organizational positioning are taking place within the context of the Engineers Canada governance review. The CEQB is engaged with this process and is supportive of arriving at a structure that best serves the program’s mandate and the interests of Regulators. Clarity on the program’s governance arrangements will be an important enabler of the 2027 efficacy initiative.
- o **Volunteer engagement and program capacity:** The CEQB’s ability to deliver high-quality national work rests on the contributions of an exceptional volunteer group. As the program navigates a period of transition, maintaining the engagement and confidence of these volunteers is a program capacity risk the Secretariat is actively managing. The three deliverables presented alongside this report are a reminder of what that volunteer expertise produces.

Next Steps

- The CEQB welcomes any direction from the Board on the considerations raised in this report.
- The efficacy initiative will proceed in 2027; the Chair will provide updates to the Board as this work develops.
- The CEQB will keep the Board informed of any material developments in the syllabus review pause and the accreditation transition.
- The Finalized 2027 Work Plan will be presented to the Board for approval in December 2026

BRIEFING NOTE: For decision

Approval of committee work plans		2.3
Purpose:	To approve the work plans of the 2026-2027 Board committees	
Link to the Strategic Plan / Purposes:	Board responsibilities: The Board may seek support from committees and task forces to deliver its responsibilities.	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	a) <i>THAT the Board approve the 2026-2027 FAR Committee work plan.</i> b) <i>THAT the Board approve the 2026-2027 Governance Committee work plan.</i> c) <i>THAT the Board approve the 2026-2027 Human Resources Committee work plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Juliet Chou, Interim Governance Advisor	
Presented by:	Jitendra Paliwal, Chair, FAR Committee Marisa Sterling, Chair, Governance Committee John Van der Put, Chair, HR Committee	

Problem/issue definition

- As per Board policy 6.1, *Board committees and task forces*, committees are expected to develop and maintain annual work plans with specific deadlines to deliver the responsibilities captured in their respective terms of reference. Traditionally, these work plans have been presented to the Board for approval.

Proposed action/recommendation

- To approve the committee and task force work plans.

Risks

- Operating without an approved work plan introduces risks of not delivering on key responsibilities that support the Board in its key governing duties.
- These risks are mitigated by setting and adhering to a committee or task force work plan, which is approved and monitored by the Board.

Financial implications

- Financial implications will be included in the 2027 budget.

Consultation

- When developing their work plans, the committees and task forces relied on the recommendations of the 2025-2026 committees, input from Engineers Canada staff, and Board direction.

Next steps (if motions approved)

- Committees execute their work plans.

Appendices

- **Appendix 1:** FAR Committee work plan
- **Appendix 2:** Governance Committee work plan
- **Appendix 3:** Human Resources Committee work plan.

Board responsibilities (Board policy 4.1) / FAR Committee responsibilities (Board policies 6.4)	Board / committee / task force	Occurrence	15-Jun-26	13-Aug-26	20-Oct-26	11-Dec-26	22-Feb-27	5-Mar-27	7-May-27
(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							
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							

Board responsibilities (Board policy 4.1) / FAR Committee responsibilities (Board policies 6.4)	Board / committee / task force	Occurrence	15-Jun-26	13-Aug-26	20-Oct-26	11-Dec-26	22-Feb-27	5-Mar-27	7-May-27
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	Triennially							
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			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 CFO.	FAR Committee	As 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							--

Board responsibilities (Board policy 4.1) / Governance Committee responsibilities (Board policy 6.8)	Board / committee / task force	Occurrence	15/Jun/26	16/Sep/26	10/Nov/26	12/Jan/27	9/Mar/27
(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	--

Board responsibilities (Board policy 4.1) / HR Committee responsibilities (Board policy 6.12)	Board / committee / task force	Occurrence	23-May-26	3-Sep-26	19-Nov-26	10-Dec-26	26-Feb-27	31-Mar-27
(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 for presentation to Board in December		Recommend to Board for approval		
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	At least 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	23-May-26	3-Sep-26	19-Nov-26	10-Dec-26	26-Feb-27	31-Mar-27
(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 decision

Canadian Engineering Accreditation Board (CEAB) and Canadian Engineering Qualifications Board (CEQB) volunteer recruitment and succession plans		2.4
Purpose:	To approve the 2027-2028 CEAB and CEQB volunteer recruitment and succession plans	
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs 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 Core purpose 7: Managing risks and opportunities associated with mobility of work and practitioners internationally	
Link to the Corporate Risk Profile:	Accreditation (Board risk) Governance functions (Board risk)	
Motion(s) to consider:	a) <i>THAT the Board approve the 2027-2028 CEAB volunteer recruitment and succession plan.</i> b) <i>THAT the Board approve the 2027-2028 CEQB volunteer recruitment and succession plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Roselyne Lampron, Acting CEAB Secretary Ryan Melsom, Manager, Qualifications, and CEQB Secretary	
Presented by:	Julius Pataky, Chair, CEAB Sam Inchasi, Chair, CEQB	

Problem/issue definition

- On an annual basis, the Board is responsible for approving volunteer recruitment and succession plans for the Canadian Engineering Accreditation Board (CEAB) and the Canadian Engineering Qualifications Board (CEQB) in accordance with Board policies 6.9 and 6.10.

Proposed action/recommendation

- That the 2027-2028 CEAB and CEQB volunteer recruitment and succession plans be approved.

Other options considered:

- No other options were considered, as the volunteer recruitment and succession plans reflect the needs of the CEAB and CEQB in respect to its membership.

Risks

- Without due consideration of volunteer recruitment and succession planning, there is a risk that the CEAB and CEQB may not have the resources (i.e. volunteers) with the skills or experience needed to successfully complete their work. This would negatively affect the timeliness and quality of their work, resulting in diminished value of Engineers Canada to the Regulators, among other things. This risk is mitigated, in part, by the annual development of a volunteer recruitment and succession plan, which is reviewed and approved by the Board.

- Without having reviewed and approved the volunteer recruitment and succession plan, the Engineers Canada Board fails to monitor the work of the CEAB and CEQB, two of four Direct Reports, resulting in diminished Regulator confidence.

Financial implications

- None. All considerations are included in the proposed 2027 budget.

Benefits

- The CEAB will continue to have the resources to fulfill its mandate to conduct accreditation business and develop and maintain accreditation policies.
- The CEQB will continue to have the resources to fulfill its mandate to provide services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada, and which serve the needs of Regulators.

Consultation

- This volunteer recruitment and succession plan was developed by staff and reviewed by the CEAB's Executive Committee and CEQB's Executive Committee.

Next steps

- Continue with volunteer recruitment and management as scheduled.

Appendices

- **Appendix 1:** 2027-2028 CEAB volunteer recruitment and succession plan
- **Appendix 2:** 2027-2028 CEQB volunteer recruitment and succession plan

2027-2028 CEAB volunteer recruitment and succession plan

Recruitment

Volunteer members

In accordance with Board policy 6.9, *Canadian Engineering Accreditation Board (CEAB)*, the CEAB consists of two categories of volunteers:

- **Members-at-large:** Appointed by the Engineers Canada Board on the recommendation of the CEAB Nominating Committee, based on work plan needs.
- **Members from the regions:** Appointed by the Engineers Canada Board on the recommendation of the appropriate Regulators and the support of the CEAB Nominating Committee.

Except for the Engineers Canada Director appointees (whose terms commence after they are appointed at the June Board meeting), member terms begin on July 1.

Volunteers are selected by the CEAB Nominating Committee in consultation with the Regulators and serve for a term of three (3) years. Members may, subject to the approval of the Engineers Canada Board, be reappointed for two additional three-year terms, for a total of up to nine (9) years of total service. The term of office for the positions of Chair, Vice-Chair, and Past Chair is one (1) year.

Based on the procedures outlined in Board policy 6.9, for the 2027-2028 committee year the CEAB will seek:

- **Members-at-large:**
 - Re-appointment for:
 - Adel Dahmane – eligible for a second three-year term
 - Morteza Esfehiani – eligible for a second three-year term
 - Marie-Isabelle Farinas – eligible for a second three-year term
 - James Lee – eligible for a third three-year term
 - Christine Moresoli - eligible for a second three-year term
 - Aparna Verma - eligible for a second three-year term
- **Regional members:**
 - One (1) new appointment from Ontario (replacing Ramesh Subramanian who is concluding his third three-year term).
- One (1) new appointment, replacing the successful Vice-Chair candidate whose term starts July 1, 2027 (to be determined by election).
- One (1) new Director appointee (Ann English (2025-2027) and Arjan Arenja (2025-2027) are concluding their terms. Note: Mark Adams' term is 2026-2028.

Table 1: CEAB composition on July 1, 2027

Demographic/Category	Requirement/Target	At July 1, 2027*
Members-at-large	6 (minimum)	9
Regional members	7	6 (Ontario vacancy)
Director appointees	2	1
Non-academia	33%	31%
Academia	66%	68%
Bilingual	30% (minimum)	42%
Female-identifying	30% (minimum)	26%

* Assumes the re-appointment of all eligible members

Given the current composition, recruitment efforts must result in increasing the number of female-identifying members and non-academic members.

A strategy to remain aligned with Engineers Canada's commitment to the federal government's 50-30 Challenge must be developed in the future. The CEAB welcomes the opportunity to contribute to an organization-wide strategy.

Training for members

All new CEAB members follow an established training pathway as they become familiar with the CEAB's work and prepare to serve as a Visiting Team Chair. The pathway is approximately 12 months in duration, starting with observing an accreditation visit, then serving as a Program Visitor, then Vice-Chair, and finally chairing their first visit. Members' previous visit experience is considered in their specific pathway.

Succession

The CEAB continues to focus on developing leadership capacity among CEAB members by making available opportunities for all members to contribute to policy and procedure workplan items, representing the CEAB at meetings of interest holders and partners. The Executive Committee has expanded participation in their regular meetings to include the elected members of the Policies and Procedures (P&P) Committee to create a leadership stream.

Committee assignments

- The **Accountability in Accreditation Committee** will recruit one (1) new member and a new Committee Chair, to be appointed by the Executive Committee.
- The **Policies and Procedures (P&P) Committee** will recruit one (1) new member, appointed via an election process as per the Terms of Reference.

Accreditation volunteer pool

Volunteer accreditation visiting team members are drawn from the academic and non-academic community across Canada. All volunteers must be licensed to practice engineering in Canada. A

pool of available and interested volunteers is managed by Engineers Canada. At the time of reporting, the volunteer pool included 424 individuals.

Table 2: Description of the accreditation volunteer pool

Demographic/Category	% of pool (n=424)
Language*	
• Unilingual English	72%
• Unilingual French	8%
• Bilingual (English and French)	20%
Gender**	
• Traditionally male pronouns and/or salutations	43%
• Traditionally female pronouns and/or salutations	10%
• Preferred pronouns or salutations not available	47%
Primary work experience***	
• Academia	72%
• Industry	22%
• Other/did not identify	6%

* Self-reported by individuals. French-language programs account for 19.2% of all accredited programs

** Volunteers are not asked to identify their gender. Volunteers provide their preferred pronouns and salutations, which allows for a limited description of the volunteer pool. In 2024, 19.7% of faculty in Canadian institutions were female-presenting. In 2024, 16% of the total national membership of engineers were female-presenting

***An industry volunteer can be a Program Visitor in any context where the chair feels they are the best choice for the program in question, but industry volunteers are always sought as one of two visitors to new programs.

Furthermore, the volunteer pool is well balanced across disciplines such as mechanical, electrical, civil, computer, chemical, software, and environmental engineering. Efforts to build the volunteer pool with individuals from other disciplines are ongoing.

The pool seems adequate to fulfill the CEAB's mandate. Additional efforts will be made to increase the number of female-presenting, French-speaking volunteers, and individuals from non-academic settings. Visiting team chairs are encouraged to build teams that reflect Canada's diversity. A larger, more diverse, and experienced volunteer pool increases opportunities to form diverse visiting teams and supports the development of future CEAB members.

References:

- [2025 National Membership Information](#)
- [Enrolment and Degrees Awarded Report](#)

- Volunteer data pulled from Tandem's internal report titled "Volunteer Extension & Contact Information"

2027-2028 CEQB volunteer recruitment and succession plan

Recruitment

Volunteer members

In accordance with Board policy 6.10, *Canadian Engineering Qualifications Board (CEQB)*, the CEQB consists of two categories of volunteers:

- **Members-at-large:** Appointed by the Engineers Canada Board on the recommendation of the CEQB Nominating Committee, based on work plan needs.
- **Members from the regions:** Appointed by the Engineers Canada Board on the recommendation of the appropriate Regulators and the support of the CEQB Nominating Committee.

Except for the Engineers Canada Director appointees (whose terms commence after they are appointed at the June Board meeting), member terms begin on July 1.

Volunteers are selected by the CEQB Nominating Committee in consultation with the Regulators and serve for a term of three (3) years. Members may, subject to the approval of the Engineers Canada Board, be reappointed for an additional three-year term, for a total of up to nine (6) years of total service. The term of office for the positions of Chair, Vice-Chair, and Past Chair is two (2) years each.

Based on the procedures outlined in Board policy 6.10, for the 2027-2028 committee year the CEQB will seek:

- **Members-at-large:**
 - o Two (2) New Appointments
 - o One (1) Reappointment for John Diiwu
- **Regional members:**
 - o One (1) New appointment for an Ontario Representative
 - o One (1) (re)appointment for Rishi Gupta, British Columbia Representative (eligible for a second three-year term)
- **Two (2) new Director appointees** (replacing Elliott Coles, who is concluding his two-year appointment, and Lisa Doig, who is completing her term on the Engineers Canada Board)
- **(TBD) Replacement for Vice Chair appointee**

A strategy to remain aligned with Engineers Canada's commitment to the federal government's 50-30 Challenge has been developed by the CEQB, including a CEQB-approved attributes matrix that will help inform decision-making by the Nominations Committee. The CEQB welcomes the opportunity to contribute to an organization-wide strategy on Board attributes.

Member training and succession planning

All new CEQB members participate in an orientation session and receive the CEQB Members Manual, which is updated annually. CEQB chairs also invite all members to attend an annual 1:1 meeting, to build relationships and identify opportunities for development.

Additionally, the CEQB continues to focus on developing leadership capacity among CEQB members by identifying opportunities for all members to contribute to workplan items and, where possible, to take on chairing roles on CEQB committees.

Committee assignments

- The **Practice Committee** will be completing work on one guideline in 2027, and the Executive will review membership mid-year to ensure the committee composition and competencies are appropriate.
- The **Syllabus Committee** will be active in the review of two (2) syllabi, and the Executive will review membership mid-year to ensure the committee composition and competencies are appropriate. A new chair appointment will be required in July 2027, as the current chair's term on the CEQB will complete.

BRIEFING NOTE: For decision

Director appointment to CEQB		2.5
Purpose:	To consider the HR Committee's recommendation to appoint a third Director to the Canadian Engineering Qualifications Board to support continuity and succession planning.	
Link to the Strategic Plan / Purposes:	Board responsibility: The Board may seek support from committees and task forces to deliver its responsibilities.	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion:	<i>THAT the Board, on recommendation of the HR Committee, approve a one-time exception to the Canadian Engineering Qualifications Board (CEQB) Terms of Reference, appoint Denise Pothier as a Director appointee to the CEQB for a two-year term (2026-2028) to support continuity and succession planning.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Juliet Chou, Governance Associate	
Presented by:	John Van der Put, HR Committee Chair	

Problem/issue definition

- Board policy 6.10, *Canadian Engineering Qualifications Board (CEQB) Terms of Reference*, provides for two Director appointees to the CEQB. Elliott Coles is continuing from his 2025 appointment and Lisa Doig was appointed for 2026-2027. A one-time exception is proposed to appoint a third Director to the CEQB.

Background

- In June 2026, the Board approved a one-time exception to appoint an additional Director appointee to the CEAB.
- The CEQB Chair and current Director appointees reviewed potential candidates based on Director interest, term ability, alignment with the CEQB Attributes Matrix, and impact on existing Board assignments. Denise Pothier was identified as the preferred candidate. Her appointment to the CEQB would not affect her service on the Governance Committee.

Proposed action/recommendation

- That the Board appoint Denise Pothier as a third Director appointee to the CEQB for the period 2026-2028, as a one-time exception to section 6.10.5 of the Board Policy Manual.

Risks

- Turnover in CEQB Director appointee roles may affect continuity.

Benefits

- Supports continuity and future transition of CEQB Director appointee roles.

Consultation

- The recommendation was developed by the CEQB Chair and current Director appointees and considered Director interest, term availability, alignment with the CEQB Attributes Matrix, diversity considerations, and impact on existing Board assignments.
- Denise Pothier has confirmed her willingness to serve.

Next steps (if motion approved)

- Staff will update CEQB membership records.
- The CEQB and HR Committee will be advised of the Board's decision.
- Denise Pothier will join the CEQB as a Director appointee for the 2026-2028 term

BRIEFING NOTE: For information

Legislative compliance certificate		2.6
Purpose:	To report the status of Engineers Canada’s legislative and corporate compliance efforts	
Link to the Strategic Plan/Purposes:	Board responsibility: Ensures that the appropriate processes are in place to ensure compliance with legal requirements	
Link to Corporate Risk Profile:	Corporate Compliance	
Prepared by:	Light Go, Corporate Counsel and Corporate Secretary	
Presented by:	Philip Rizcallah, Chief Executive Officer	

Background

- Engineers Canada has an obligation to comply with various statutory and common law obligations and requirements.
- The legislative compliance certificate (the “compliance certificate”) provides Board members with a line of sight that the organization is complying with its corporate and legislative duties.
- The compliance certificate was first presented to the Board for information at its meeting in September 2022, with the understanding that it would be presented on an annual basis.

Status update

- The compliance certificate is current as of September 21, 2026. It was prepared by senior staff on behalf of the CEO.

Next steps

- The Board will continue to receive the compliance certificate annually.

Appendix

- **Appendix 1:** Legislative compliance certificate 2026.

LEGISLATIVE COMPLIANCE CERTIFICATE

TO: Engineers Canada's Board of Directors

RE: Legislative Compliance Certificate

I, Philip Rizcallah, in my capacity as Chief Executive Officer of Engineers Canada, certify and confirm that to the best of my knowledge and belief after making all reasonable enquiries, Engineers Canada is in compliance with all conditions, obligations, restrictions and requirements with respect to:

1. **Canada Not-for-profit Corporations Act - Canada**

Federal law that supersedes the previous legislation for incorporation of not-for-profit corporations in Canada. The *Canada Not-for-profit Corporations Act* provides a comprehensive framework for not-for-profit corporations similar to that provided to for-profit corporations under the *Canada Business Corporations Act*. Engineers Canada ensures compliance with the Act by maintaining its corporate books and records, filing annual returns and any required notices of changes to its registered office, directors, articles and by-laws, where applicable, and ensuring compliance with statutory duties of directors and officers, among other things.

Verified by: Light Go, General Counsel and Corporate Secretary

2. **Canada's Anti-Spam Legislation ("CASL") - Canada**

Federal law intended to help protect consumers and businesses from misuse of digital technology, including spam and electronic threats. CASL applies to all commercial electronic messages (an electronic message that is sent to an electronic address and encourages participation in a commercial activity) that organizations may send within, from or to Canada. All Canadian organizations must comply with CASL, including non-profits, charities, and libraries.

Engineers Canada ensures compliance, in part, through adherence to its operational policy, *LEG-4 CASL Policy*, and by providing legal advice and training to staff on CASL requirements. Engineers Canada provided its latest all-staff training session in November 2021 and provides training to new staff as part of the onboarding process.

Verified by: Light Go, General Counsel and Corporate Secretary

3. **Personal Information Protection and Electronic Documents Act ("PIPEDA") - Canada**

Federal privacy law that governs how organizations collect, use and disclose personal information (information about an identifiable individual) in the course of a commercial activity. Private-sector organizations in Canada who that engage in activities that are commercial in nature are required to follow PIPEDA. Organizations in Alberta, British Columbia, and Quebec are generally exempt from PIPEDA as they are subject to substantially similar provincial private-sector privacy laws. Given that Engineers Canada does not engage in commercial activities, the organization is generally exempt from PIPEDA. Engineers Canada is not generally subject to PIPEDA in respect of non-commercial activities; however, PIPEDA may apply to any collection,

use or disclosure of personal information undertaken in the course of a commercial activity. However, similar to many other organizations who that handle personal information, Engineers Canada has elected to follow the ten (10) fair information principles outlined in PIPEDA and has developed two (2) operational policies, *LEG-1 Privacy Policy* and *LEG-1.0 Employee Privacy Policy* which give effect to these principles. To further ensure compliance with its commitments to maintain privacy, Engineers Canada also conducts an annual privacy audit with all members of staff and provides privacy training as part of new staff orientations. The most recent privacy audit and all-staff training was completed in the summer of 2022.

Verified by: Light Go, General Counsel and Corporate Secretary

4. Trademarks Act - Canada

Federal law providing for the protection of trademarks and against unfair competition. The Registrar of Trademarks keeps a register of trademarks under the *Trademarks Act*, which protects the trademark from unauthorized use. Engineers Canada complies with the Act by ensuring that its trademarks are registrable and compliant, maintaining registrations and renewals, monitoring use of its marks, taking reasonable steps to protect its marks from unauthorized use, and avoiding infringement of third-party trademark rights.

Verified by: Light Go, General Counsel and Corporate Secretary

5. Employment Standards Act (the “ESA”) - Ontario

Provincial law that sets out minimum standards for employees working in Ontario. These standards include minimum requirements for employment, hiring and selection, provisions to assist employees with family responsibilities, flexibility in work arrangements and mechanisms for compliance and enforcement. The ESA applies to most employees and employers in Ontario.

Engineers Canada ensures compliance with the ESA by ensuring that employment contracts are periodically reviewed and updated in accordance with legislation and common law. This includes verifying that the following meet legislative requirements:

- Hiring and selection policy (HR-18 Human Resources – Equitable Recruitment and Hiring Policy)
- Leave entitlements (*HR-6 Leave Policy* and *HR-7 Short-Term Disability Policy*);
- Pregnancy and parental leave (*HR-15 Pregnancy and Parental Leave Policy and Procedure*);
- Overtime pay (*HR-12 Overtime Policy and Procedure*);
- Compensation (*HR-3 Compensation Policy and Procedure*); and
- Termination notice periods (included in offer letters).

Verified by: Light Go, General Counsel and Corporate Secretary, and Georges Khoury, Director, Human Resources

6. Human Rights Code (the “HR Code”) - Ontario

Provincial code that prohibits actions which discriminate against people based on a protected ground (i.e. age, citizenship, ethnic origin, disability, gender, and sexual orientation) under the HR Code in a protected social area (accommodation, contracts, employment, goods, services and facilities, and membership in unions, trade or professional associations). Under the HR Code, employers must ensure that they are providing all employees with equal treatment.

Engineers Canada ensures compliance with the HR Code through its policies and practices, including, but not limited to:

- Ensuring and promoting equal treatment;
- Providing appropriate workplace accommodations for employees with disabilities (*HR-17 Disability Accommodation Policy*);
- Accommodating employees who need to take sick leave or who cannot work due to a short-term disability (*HR-7 Short-Term Disability*);
- Ensuring that working conditions are fair, dignified, safe, organized, clear, and meet legislative requirements (*Board policy 5.2, Treatment of staff and volunteers*); and,
- Ensuring that the General Counsel and the Director, Human Resources are consulted in every instance of Human Rights matters in the workplace.

Verified by: Light Go, General Counsel and Corporate Secretary and Georges Khoury, Director, Human Resources

7. Occupational Health and Safety Act (the “OHS”) - Ontario

Provincial legislation that protects workers from health and safety hazards in the workplace. The OHS sets out duties for employers and rights for employees in addition to establishing procedures for dealing with workplace hazards. The OHS applies to most employers and workers in Ontario, including Engineers Canada.

Engineers Canada complies with the OHS by having a Joint Health and Safety Committee who handles that addresses health and safety issues, notably by conducting regular workplace inspections. In addition to this, all employees are required to complete mandated Health and Safety training to ensure compliance with safety standards. Operational policies (*HR-1 Occupational Health, Safety and Wellness Policy and Procedure, HR-2 Workplace Violence and Harassment Policy, and HR-14 Right to Disconnect Policy*) have also been put into place. Board policy 5.2 *Treatment of staff and volunteers* also ensures that working conditions are fair, dignified, safe, organized, clear and meet legislative requirements.

Verified by: Georges Khoury, Director, Human Resources

8. Accessibility for Ontarians with Disabilities Act (the “AODA”) - Ontario

Provincial law that sets out accessibility standards which seek to promote accessibility for persons with disabilities with respect to goods, services, facilities, accommodation, employment, buildings, structures, and premises. Enacted under the AODA is the *Accessibility Standards for Customer Service, O. Reg. 429/07*, which imposes additional requirements for customer service. The AODA and its regulations establish accessibility requirements, including

standards relating to customer service, information and communications, employment, and other applicable areas.

The AODA applies to all private and public sector organizations in Ontario when providing goods and services to the public. Engineers Canada ensures compliance with the AODA, in part, through its adherence to its operational policy, *HR-5 Accessibility for Ontarians with Disabilities Policy and Procedure*, including providing AODA training to all staff, and by filing an accessibility compliance report (a “compliance report”) with the Ontario Ministry for Seniors and Accessibility every three (3) years, where required. Engineers Canada last filed a compliance report on or about October 18, 2023.

Verified by: Georges Khoury, Director, Human Resources

9. Pay Equity Act - Ontario

Provincial law intended to ensure that employers pay women and men equal pay for work of equal value. All employers in Ontario, except for private sector employers with less than ten (10) employees, must comply with the *Pay Equity Act*. Engineers Canada reflects its commitment to pay equity through a standardized pay scale, which is visible to all employees in *HR-3 Compensation Policy and Procedure*.

Verified by: Georges Khoury, Director, Human Resources

10. Employment Equity Act - Canada

Federal law intended to achieve equity in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability. Employers are required to identify and eliminate employment barriers against persons in designated groups. For the purpose of implementing employment equity, Engineers Canada and other employers are required to collect information and analyze their workforce to determine the degree of underrepresentation of persons in designated groups and prepare an employment equity plan that specifies the positive policies and practices that are instituted for the hiring, training, promotion, and retention of persons in designated groups and for the making of reasonable accommodations for those persons.

Engineers Canada complies with the *Employment Equity Act* through various policies and practices, including, but not limited to:

- Ensuring pay equity through a standardized compensation scheme (*HR-3 Compensation Policy and Procedure*) (see also the *Pay Equity Act*);
- Ensuring fair, consistent, transparent, equitable, and accessible recruitment and hiring practices for all positions at Engineers Canada ((*HR-18 Human Resources – Equitable Recruitment and Hiring Policy*))
- Providing employees with appropriate workplace accommodations (*HR-5 Accessibility for Ontarians with Disabilities Policy, and HR-17 Disability Accommodation Policy*);
- Providing employees with generous pregnancy and parental leave (*HR-15 Pregnancy and Parental Leave Policy and Procedure*); and

- Through a commitment to programs that promote diversity in the engineering profession, such as by facilitating the work of the 30 by 30 Champions network.

Verified by: Georges Khoury, Director, Human Resources

11. Working for Workers Act – Ontario

Provincial legislation that creates a new requirement under the ESA for employers with 25 or more employees to have a written policy about electronic monitoring and another policy setting out employees' right to disconnect from work. Engineers Canada values privacy and is committed to transparency with regard to the instances where electronic monitoring of its employees may arise through *IT-3 Electronic Monitoring Policy*. Engineers Canada complies with the Working for Workers Act by having in place the IT-3 Electronic Monitoring Policy and the HR-14 Right to Disconnect Policy, which establish the written policies required under the ESA. The HR-14 Right to Disconnect Policy establishes that employees may disconnect from engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work when they are off-duty (i.e. on a leave of absence, on vacation, or outside their normal working hours) without fear of reprisal

Verified by: Light Go, General Counsel and Corporate Secretary and Georges Khoury, Director, Human Resources

12. Income Tax Act - Canada

Federal income tax act. All organizations, including Engineers Canada, must remit and deduct required amounts due under the Act in respect of all salaries, fees, commissions, and retiring allowances.

Verified by Derek Menard, Chief Financial Officer

13. Canada Pension Plan - Canada

Federal law that established a contributory system of earnings-related old-age, disability, and survivor insurance benefits in Canada. Under the Act, employers and employees must make contributions to the Canada Pension Plan. Engineers Canada complies with the Act by making the required contributions.

Verified by Derek Menard, Chief Financial Officer

14. Excise Tax Act - Canada

Federal fiscal statute that imposes excise taxes in connection with the sale or production for sale of certain goods. All organizations, including Engineers Canada, are required to report, pay, collect and remit the required net goods and services tax.

Verified by Derek Menard, Chief Financial Officer

15. Employer Health Tax Act - Ontario

Provincial statute which created the *Employment Health Tax*, a payroll tax that was conceived to fund the Ontario Health Insurance Program. All employers in Ontario, including Engineers Canada, are required to remit the *Employment Health Tax* to the Ontario Ministry of Finance. Unlike with the Canada Pension Plan and Employment Insurance, there is no employee paid portion. Engineers Canada is in compliance with the *Employer Health Tax Act* by ensuring the appropriate tax is paid.

Verified by Derek Menard, Chief Financial Officer

16. Pension Benefits Act - Ontario

Provincial law that regulates every pension plan that is provided for persons employed in Ontario. Engineers Canada ensures compliance with the *Pension Benefits Act* in the administration of its pension plan, notably including respecting provisions for registration, record-keeping and membership eligibility.

Verified by Derek Menard, Chief Financial Officer

17. Employment Insurance Act - Canada

Federal statute which created the Employment Insurance program, a program which provides temporary income to unemployed individuals to support them while they look for new employment or upgrade their skills in addition to providing benefits to workers who require time off due to certain circumstances. All employers in Canada, including Engineers Canada, are required to deduct and remit employer and employee Employment Insurance contributions.

Verified by Derek Menard, Chief Financial Officer

18. Criminal Code (the “Code”) - Canada

Federal code of laws defining the type of conduct that may constitute a criminal offence. The Code also indicates which forms of punishment are suitable for each offence and the procedure that needs to be followed for prosecution. The Code extends to organizations and contains provisions for sentencing and punishing organizations who are found liable of crimes. Engineers Canada complies with the Code by refraining from engaging in any activities which are considered criminal and through adherence to the following operational policies:

- *FI-7 Fraud Policy*, which puts controls into place to prevent, detect and respond to all instances of fraud;
- *HR- 9 – Conflict of Interest Policy*, which sets that set out the expectations for individuals, as they carry out their responsibilities, with respect to the avoidance, disclosure and management of Conflicts of Interest whether actual, apparent, perceived or potential conflicts of interest.. The policy supports compliance with the Board Policy 5.5, Asset Protection, by providing the context for corporate assets to be protected, adequately maintained, and free from unnecessary risk;
- *HR-2 Workplace Violence and Harassment Policy*, which puts measures into place to prevent the occurrence of workplace violence, discrimination, and harassment; and

- *Board policy 7.10 Whistleblowing* provides a means for staff, volunteer, or Director to raise concerns about unethical, dangerous, or illegal activities.

Verified by: Light Go, General Counsel and Corporate Secretary, Georges Khoury, Director, Human Resources, and Derek Menard, Chief Financial Officer

19. Competition Act - Canada

Federal law which governs most business conduct in Canada in order to maintain and encourage competition to promote the efficiency and adaptability of the Canadian economy. The *Competition Act* contains criminal and civil provisions to prevent anti-competitive practices in the Canadian marketplace. All organizations who do business in Canada, including Engineers Canada, must comply with the *Competition Act*. Engineers Canada takes care to ensure it does not contravene section 52 of the *Competition Act*, which contemplates false and/or misleading representations, disclosure requirements, and deceptive marketing practices. In particular, Engineers Canada's legal team works with program managers to ensure the development and design of contests conform to the *Competition Act's* requirements and drafts all contest materials so that the number and value of the contest prizes and any available information that materially affects the chances of winning are appropriately disclosed.

Verified by: Light Go, General Counsel and Corporate Secretary

20. Lobbying Act - Canada

Federal law that regulates the activities of lobbyists in Canada. The *Lobbying Act* imposes certain disclosure requirements and provides the Commissioner of Lobbying with the mandate to establish and maintain a Registry of Lobbyists. The *Lobbying Act* also contains certain offence provisions and sanctions for non-compliance. Paid lobbyists, including consultant lobbyists and in-house lobbyists, who communicate with the federal government on behalf of a third-party are required to comply with the *Lobbying Act*. Lobbying under the *Lobbying Act* is defined as any communication, oral or written, with a designated public office holder (DPOH) regarding matters that are regulated under the *Act*, and certain reporting obligations apply to oral and arranged communications with designated public office holders ("DPOHs").

Engineers Canada falls under the *Lobbying Act's* "in-house organization lobbying" requirements. The Chief Executive Officer is responsible for filing returns by the 15th of every month, which must indicate any oral and arranged communications made between paid employees or volunteers and DPOHs regarding regulated subject matters. Engineers Canada has five (55) staff members listed on the Registry, with the CEO named the responsible officer, but not named as a registered lobbyist for the duration of his five-year restriction under the *Act*. The individuals registered as lobbyists communicate with DPOHs as a significant part of their cumulative duties with DPOHs (established at eight or more combined hours in a rolling four-week period). Engineers Canada tracks federal lobbying activities, including preparation time, to determine whether the in-house organization threshold is met, including whether lobbying activities amount to eight or more combined hours in a rolling four-week period. Staff members who are not on the Registry have been notified verbally not to discuss Engineers Canada's views with DPOHs. should receive

written guidance and, where appropriate, training on communications with federal public office holders and DPOHs. While individuals who are restricted from lobbying under the Act may not engage in any lobbying communication with a DPOH that is oral and arranged, they may participate in internal deliberations regarding strategies and tactics for engagement with officials, and they may communicate with DPOHs in ways not governed by the lobbying act, such as a request for information or a public submission to a parliamentary committee or other qualifying proceeding of public record. Additionally, when volunteers participate in in-person advocacy days, they are trained on how to engage with DPOHs.

Verified by: Jeanette Southwood, Executive Vice President, Corporate Affairs and Strategic Partnerships, and Abiola Sulaiman, Interim Manager, Public Affairs

Dated Sept 21, 2026

Per:



Philip Rizcallah P. Eng
Chief Executive Officer

BRIEFING NOTE: For information

Advocacy Report: June 2025 – June 2026		2.7
Purpose:	To provide a summary of Engineers Canada’s annual federal advocacy efforts from June 2025 to June 2026	
Link to the Strategic Plan/Purposes:	Core Purpose 5: Advocating to the federal government	
Link to Corporate Risk Profile:	Diminished national collaboration (Board risk) Diminished scope and value of engineering regulation (Board risk) Tarnished reputation (Board risk)	
Prepared by:	Abiola Sulaiman, Interim Manager, Public Affairs Jeanette Southwood, Executive Vice President, Corporate Affairs and Strategic Partnerships	
Presented by:	Philip Rizcallah, Chief Executive Officer	

Background

- Each year, Engineers Canada provides a summary report on its advocacy efforts with the federal government.
- This report serves as a concise overview for the Regulators and the Board of Engineers Canada on significant efforts and accomplishments from June 2025 to June 2026 in advocating for the engineering regulators and the profession.

Status update

- The report is included for information.

Next steps

- Advocacy efforts will continue, as planned.

Appendices

- **Appendix 1:** Advocacy Report: June 2025 – June 2026

Core Purpose 5: Advocating to the federal government

Advocacy Report: June 2025 – June 2026

Engineers Canada's Public Affairs and Government Relations team plays a crucial role in representing the voice of engineering regulators and the profession in engagements with the federal government. Our advocacy efforts revolve around addressing regulatory issues and advocating for the interests of the engineering regulators and the engineering profession. Throughout the 2025-2026 parliamentary sessions, our team focused on maintaining existing contacts and building new contacts with parliamentarians and senior federal officials while engaging in long-term government relations planning given the new federal government in place as of April 2025. Here are some notable highlights of our advocacy work during this period.

Submissions to public consultations

Engineers Canada is often invited to contribute to consultations with the federal government on issues that impact the engineering profession and society. We also proactively monitor the government's policy and legislative agenda for opportunities to contribute on behalf of the engineering profession. The Public Affairs and Government Relations team submitted seven written submissions to federal public consultations on issues of concern for the engineering regulators and the engineering profession. These included:

11

submissions to
government
consultations
impacting the
engineering
profession

1. [Submission to the House of Commons Standing Committee on the Status of Women](#)
2. [Budget 2025 Highlights and Analysis](#)
3. [Engineers Canada's Comments on Canada's Leadership in Artificial Intelligence](#)
4. [Engineers Canada's Submission to the Government of Canada in Advance of the 2026 CUSMA Review](#)
5. [Engineers Canada's Submission to the Standing Committee of the House of Commons in Advance of the 2026 CUSMA Review](#)
6. [Engineers Canada's Comments on the Canada-Mercosur Trade Negotiations](#)
7. [2025 Pre-Budget Submission to the Department of Finance](#)
8. [Submission to the Standing Committee on Finance in Advance of Budget 2025](#)
9. [Engineers Canada comments to the Federal Government of Canada on the 2026-2029 Draft Federal Sustainable Development Strategy \(FSDS\) Consultation](#)
10. [2026 Pre-Budget Submission in advance of the 2026 Federal Budget](#)
11. [Engineers Canada's Submission to Consultation on Strengthening Federal Leadership in Emergency Management](#)

Although the federal government typically releases a budget every spring, a budget was instead tabled on November 4, 2025, due to the timing of the federal election.

Prior to the election, Engineers Canada was recognized as a key contributor to the Standing Committee on Finance's [report](#) to Parliament in advance of Budget 2025. Engineers Canada was recognized in the areas of Equity, Diversity and Inclusion; Federal Departments, Public Service and Institutions; Indigenous Peoples; and Transition to Net-Zero.

In addition to our written submissions, Engineers Canada also influences the federal government through engagement in in-person consultations and presentations. These engagements also provided Engineers Canada with valuable policy intelligence on emerging government priorities and opportunities for coordinated advocacy. Through consultations, presentations, and interest holder dialogue, the Public Affairs and Government Relations team strengthened relationships with federal decision-makers and supported the development of timely advocacy approaches on issues affecting the engineering profession.

National Position Statements

- National Position Statements (NPSs) are developed collaboratively with the engineering regulators on issues that impact the engineering profession and the broader public interest. Through the Public Affairs Advisory Committee's 2025-2026 workplan, Engineers Canada and the engineering regulators advanced a refreshed national advocacy foundation by developing and renewing a position statement on an emerging and enduring issue affecting public safety, workforce mobility and technological change: [Artificial Intelligence, Machine Learning, and Data Science](#).

1

updated National
Position
Statements

Engaging and educating parliamentarians and senior federal officials

In 2025-2026, the Public Affairs and Government Relations team actively engaged in 8 high-level meetings with parliamentarians, political staff, federal ministers, and senior federal officials. These meetings were instrumental in advocating and discussing matters relevant to engineering regulators and the profession.

- Charles-Olivier Dubé, Policy Advisor, Finance Canada

8

meetings with
parliamentarians
and officials

- o Topic: Infrastructure, budget, housing, federal-provincial relations
- Tracy Muggli, Senator, Senate of Canada; Jay Okrainetz, Parliamentary Affairs Advisor; and Dylan Odd, Director of Parliamentary Affairs
 - o Topic: National strategy respecting flood and drought forecasting, climate change adaptation
- Charles Smith, Senior Advisor, Minister's Office, Finance Canada
 - o Topic: Infrastructure, budget, housing, federal-provincial relations
- Tracy Muggli, Senator, Senate of Canada
 - o Topic: Climate change adaptation, flood and drought preparedness
- Tania Amghar, Deputy Director of Policy, Minister of Emergency Management, Public Safety Canada
 - o Topic: Emergency management and accelerated disaster recovery, climate change adaptation
- Dane Lloyd, Member of Parliament, House of Commons
 - o Topic: Emergency preparedness and community resilience, climate change adaptation
- Wade Chang, Member of Parliament, House of Commons
 - o Topic: Resilient homes in the right places, resilient community infrastructure, climate change adaptation
- Erin Connell, Director General, Skills, Accessibility, and Mobility Directorate, Employment and Social Development Canada (ESDC); Julia Sullivan, Director, Mobility and Credential Recognition Office, ESDC; and Amanda Kletke-Neufeld, Director, Fair Registration Practices Office, Government of Manitoba
 - o Topic: Federal/provincial/territorial collaboration on foreign credential recognition, regulated professions, and opportunities to improve outcomes for internationally trained professionals

Involvement in federal councils, delegations, working groups, and committees

Engineers Canada's Public Affairs and Government Relations team actively participates on federal councils, delegations, working groups, and committees providing valuable advice, policy insights, and input to the federal government across various federal and federal/industry working groups.

These include membership on the following:

- Public Service and Procurement Canada's Federal/Industry Real Property Advisory Council (FIRPAC)
- Natural Resources Canada's Climate Change Adaptation Skills Working Group (ASWG)
- Government of Canada's Advisory Council for Harmonized Construction Codes
- Government of Canada's Construction Industry Roundtable

- Engineering steering committee and project advisory committee for the Climate Risk Institute's Professions Advancing Adaptation Competencies Project, funded by Natural Resources Canada

Looking Ahead: 2026-2027 Advocacy Priorities

- Looking ahead, Engineers Canada will continue to strengthen its public affairs, government relations, and federal advocacy efforts by focusing on emerging priorities including infrastructure delivery, climate adaptation, workforce development, labour mobility, regulatory modernization, and responsible adoption of emerging technologies. Continued collaboration with engineering regulators through Engineers Canada's Public Affairs Advisory Committee (PAAC) and other interest holder forums will support coordinated advocacy and timely responses to evolving policy opportunities.

BRIEFING NOTE: For information

Q2-2026 Interim Strategic Performance Report		3.2b
Purpose:	To review the Q2 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.
- As per Board policy 1.4, *Strategic Plan*, the Board continuously monitors the performance of the organization against the plan, receiving three interim reports and one annual report each year. The annual performance report is also provided to the Members at their meeting in May.
- The original planned activities, approved by the Engineers Canada Board at its June 2024 Board Workshop, are presented in Section 2 of the Performance Report.

Status update

- The *Realizing a stronger federation strategic direction* is experiencing some delays because staff is waiting on CEOG direction for next steps on how to advance the Inter-association Mobility Applicant (IAMA) initiative considering varying perspectives on the required length and detail of harmonized IAMA form.
- The *Realizing accreditation and academic assessments* strategic direction has been delayed due to resource constraints, notably for the outcome-focused accreditation work stream. A preliminary workplan has been developed and is currently undergoing review with the project team and interest holders prior to being finalized.
- The *Realizing our role in sustainability* strategic direction (SD) has been delayed due to the postponement of the associated workshop, originally scheduled for October 2026 and now deferred to October 2027 or 2028. The postponement reflects the Engineer Canada Board's prioritization of the time-sensitive governance review work required to support implementation of the *Realizing a stronger federation* strategic direction.

Next steps

- The Board will receive its third quarterly update at its December meeting.

Appendix

- Appendix 1:** Q2 Interim Strategic Performance Report (for 2025-2029 Strategic Plan)

Interim Strategic Performance Report: Q2-2026

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

As the five-year plan progresses, timelines, activities, and indicators may shift. Staff will notify the Engineers Canada Board of changes first in a briefing note and update the Performance Report with adjustments during the next reporting period.

To make the report more succinct, completed items are removed following their inclusion in two consecutive reporting cycles.

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
2026 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	

Section 1

Realizing a stronger federation

Status: 

Planned activities	Q1 (2026)	Q2 (2026)
Pillar: Implement Governance Review Outcome: Engineers Canada has efficient and trustworthy governance processes		
Submit governance proposal and implementation plan to Regulators for consultation and subsequent approval <i>Indicator: Regulators approve changes to the governance system</i>	The governance final report was reviewed by the task force ahead of final delivery to the Board and Members.	- Project is on track. - Some recommendations on Board size and competency were adopted in principle by Members in May. - A June Board workshop was held to discuss next steps for implementation of recommendations for the duration of the 2025-2029 strategic plan.
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>	Not started. Implementation is expected to start in Q3.	Initiated, with implementation starting in Q3.
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>	Deferred to 2027.	Deferred to 2027.
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>	- We supported the harmonized inter-association mobility applicant confirmation form and registrant naming convention harmonization initiatives. - We also reviewed improvements of the National Membership Database (NMDB) and the Mobility Register.	- Working on developing a common inter-association mobility applicant (IAMA) confirmation form. - Waiting on CEOG direction for next steps on how to advance this initiative considering varying perspectives on the required length and detail of harmonized IAMA form.

Realizing accreditation and academic assessments		
Status: 		
Planned activities	Q1 (2026)	Q2 (2026)
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.		
Select competencies <i>Indicator: Interest holders are actively participating in project activities.</i>	- The recommended competencies have been selected. - The draft report for competencies definition has been shared with FSCP Advisory Group.	Completed.
Undertake FSCP Pilot Study <i>Indicator: Interest holders are actively participating in project activities.</i>	- The recommended competencies have been selected. - The draft report for competencies definition has been shared with FSCP Advisory Group.	Project is underway, milestones for this quarter have been met.
Share report of findings <i>Indicator: Interest holders are actively participating in project activities.</i>	- The recommended competencies have been selected. - The draft report for competencies definition has been shared with FSCP Advisory Group.	The findings report is expected to be completed in 2027.
Decide on next steps <i>Indicator: Board approves changes.</i>	Upcoming in 2027.	Upcoming in 2027.

Planned activities	Q1 (2026)	Q2 (2026)
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>	- The outcome-focused accreditation work was delayed due to capacity and resource constraints. Work is beginning to progress on this activity. - The work on the Specific Accreditation Units (AUs) and Meaningful Exposure to Licensed Professionals is progressing as planned. - The Realizing Futures of Engineering Accreditation (RFEA) Advisory Council discussed change management for the project.	- A preliminary workplan has been developed and is currently undergoing review with project team and interest holders prior to being finalized. - Updates have been provided to a variety of interest holders on the status of the RFEA project.
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>	Not started. This work will start in the next quarter	A preliminary workplan has been developed and is currently undergoing review with project team and interest holders prior to being finalized.
Evaluate whether the policy and operational functions of the CEAB should be separated. <i>Indicator: Appropriate policy group is established, if deemed appropriate.</i>	The Engineers Canada Board included the evaluation of the separation of policy and operations for the CEAB into the scope of the governance review.	The governance review has not yet addressed the potential creation of a new policy function for accreditation, separate from the operations of the CEAB.
Hire consultant to help with change management across the system. <i>Indicator: Consultant is engaged to manage change in the system.</i>	A decision was made not to hire a consultant due to a change in approach.	A decision was made not to hire a consultant due to a change in approach.
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>	Deferred to 2027.	Deferred to 2027.
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>	A legal opinion on potential legal barriers to implementing a national academic assessment process for non-CEAB applicants has been shared with the National Admissions Officials Group and the CEO Group.	- The RFP to support development of business cases has been developed and is out for bids. - Milestones related to this and the development of the business case will now be delivered in the next quarter.

Realizing our role in sustainability

Status: 

Planned activities	Q1 (2026)	Q2 (2026)
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>	The Governance committee has established a working group to further develop the draft policies and policy statements.	The Governance committee has established a working group to further develop the draft policies and policy statements.
Pillar: Scope our national role to support Regulators		
Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts		
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>	A facilitator has been selected through a public RFP to design and facilitate the Fall workshop, which will include the Engineers Canada Board, the CEOs and the Presidents. Workshop. The workshop will take place October 7, 2026.	Deferred. The October 2026 workshop has been deferred to October 2027 or 2028 to reflect the Engineer Canada Board's prioritization of the time-sensitive governance review work required to support implementation of the "Realizing a stronger federation" strategic direction.
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>	Not started. This work will be informed by the outcomes/outputs of the Fall workshop which will now be held in 2027 instead of 2026 as originally scheduled.	- Deferred. The October 2026 workshop has been deferred to October 2027 or 2028 to reflect the Engineer Canada Board's prioritization of the time-sensitive governance review work required to support implementation of the "Realizing a stronger federation" strategic direction. - This work is deferred to October 2027 or 2028. This work will be informed by the outcomes/outputs of the workshop.

Realizing an inclusive profession

Status: 

Pillar: Drive inclusiveness of women		
Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation		
Planned activities	Q1 (2026)	Q2 (2026)
Welcoming and Inclusive Profession Narrative Framework and Strategy Indicator: Completion and endorsement of the Welcoming and Inclusive Profession Strategy by the Senior Leadership. Completion and dissemination of a shared national narrative to support strategy adoption and interest holder engagement.	New item, based on new strategy	- Due to an expansion of scope on a related project (national culture survey), finalization and the development of roadmap resources have been moved into Q3. - This project is still on track for completion in Q4.
Evolving the Engineering Employer Champion Program Indicator: Number of employers engaged in the benchmark review process and providing feedback on the Employer Champion framework. (Target: 12+ employers).	New item, based on new strategy	This project is on track and ahead of schedule. We have identified and secured 16 companies to review and provide feedback on the draft benchmark.
Advance Regulatory Roadmap (Inclusivity Taskforce) Indicator: Regulator engagement in the development, validation, and implementation of the roadmap, national culture survey, and companion guide.	New item, based on new strategy	- The scope of the national culture survey was broadened to include new measures of success and a more comprehensive assessment of progress. - At the 30 by 30 Conference in Calgary, we soft-launched the national narrative and roadmap to move the engineering profession beyond representation toward a more welcoming and inclusive profession, receiving positive feedback from interest holders.
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 Indicator: The scope of the current evaluation framework is updated to include accessibility and new partnerships are explored	We are continuing to work with the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT), Black Engineers of Canada (BEC), and EngiQueers Canada (EQ Canada) to support capacity-building.	We are continuing to work with CCWESTT, BEC, and EQ Canada to support capacity-building.
Consult Regulators to define Engineers Canada's role in advancing accessibility Indicator: Engineers Canada has a defined role identified by Regulators	Deferred to 2027 because other EDI work has been brought to the forefront, requiring more resources	- Deferred to 2028. - Other work has been brought to the forefront, requiring more resources than previously anticipated.

	than previously anticipated.	
--	------------------------------	--

Pillar: Fostering Truth & Reconciliation		
Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation		
Planned activities	Q1 (2026)	Q2 (2026)
Advance Truth and Reconciliation Indicator: Truth and Reconciliation framework and action plan developed, informed by leading practices and Indigenous advisory committee.	• New item, based on new strategy	• The Truth and Reconciliation framework and action plan were presented at the May national conference in Calgary and received positive feedback. • Three organizations demonstrating leading practices were identified, with Q3 meetings scheduled to learn how they have operationalized their commitments. • Consultant engagement has been deferred to late Q3/early Q4 to incorporate insights from these organizations and better inform the next phase of work.

Realizing a fuller awareness of engineers		
Status: 		
Planned activities	Q1 (2026)	Q (2026)
Pillar: National marketing campaign		
Outcome: The public has an increased awareness of engineers' contributions to society		
Execute marketing strategy <i>Indicator: Marketing strategy has been executed</i>	We held an initial meeting with National Communications Officials Group to discuss the potential direction for a national marketing campaign.	- Draft strategic framework has been prepared, with two rounds of feedback from National Communications Officials Group. - Currently confirming general agreement on the overall approach and readiness to proceed to work planning and RFP stages.
Pillar: Pathway to engineering		
Outcome: The public has an increased awareness of engineers' contributions to society		
National Initiative to Scale and Align Early Career Support for Engineering Licensure <i>Indicator: Distribution of 90 scholarships to support licensure. Delivery of four national webinars to support licensure and promote value of the license.</i>	We launched a successful pilot with a consultant to support 12 women going through the licensure process.	- Continued delivery of the Value of Licensure Webinar Series delivering two of the four planned webinars to date. - Hired a summer student as a Student Coordinator to support outreach and engagement with higher education institutions. - Developed a communications plan and draft branding guidelines for the program. - Participation in Practice PPE Exam pilot expansion confirmed by Engineers Nova Scotia. (Initial participants were Engineers PEI and NAPEG).
Pillar: Engineers in leadership		
Outcome: The public has an increased awareness of engineers' contributions to society		
Develop and implement strategy <i>Indicator: Workplan has been implemented</i>	- Research report is complete and has been delivered. - Currently drafting initial project plan based on findings and recommendations.	Confirmed next steps with SLT and currently preparing workplan for rolling out research findings and support resources prior to the end of 2026.

Section 2

The following section highlights the original plan we had developed in June 2024:

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 (completed in 2024)</i>					
Hire an expert <i>Indicator: Consultant is engaged to lead the governance review (completed in 2025)</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 (completed in 2025)</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 (completed in 2025)</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>(completed in 2025)</i>					
Hire an expert <i>Indicator: Consultant is engaged to support the FSCP Pilot Study.</i> <i>(completed in 2025)</i>					
Select competencies <i>Indicator: Interest holders are actively participating in project activities.</i> <i>(completed g in 2025)</i>					
Undertake FSCP Pilot Study <i>Indicator: Interest holders are actively participating in project activities.</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 re <i>Indicator: Engineers Canada Board approves next steps</i> <i>(completed in 2025)</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 (completed in 2025)</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 (Completed in 2025)</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 (Completed in 2025)</i>					
Provide training to staff and volunteers <i>Indicator: Training has been provided to staff and volunteers (Completed for 2025)</i>					
Strike partnerships with Indigenous associations, councils and organizations <i>Indicator: Partnerships are documented and have clear objectives (Completed in 2025)</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> (Completed in 2025)					
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> (Completed in 2025)					
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> (Completed in 2025)					
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> (Completed in 2025)					
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> (Completed in 2025)					
Create advisory group and project charter (Completed in 2025)					
Develop and implement strategy					

BRIEFING NOTE: For information

Canadian Engineering Accreditation Board (CEAB) draft work plan		4.2
Purpose:	To inform the Board of the CEAB's planning activities for 2027, which are scheduled for approval in December 2026	
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:	Decreasing value of accreditation (Board risk)	
Prepared by:	Roselyne Lampron, CEAB Acting Secretary	
Presented by:	Julius Pataky, CEAB Chair	

Problem/issue definition

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

Background

- The CEAB accredits undergraduate engineering programs at the request of degree-granting Higher Education Institutions (HEIs). It also represents Engineers Canada in supporting compliance with Washington Accord requirements under the International Engineering Alliance (IEA), including for existing signatories and new entrants. While the Washington Accord focuses on international standards for engineering accreditation and accreditation agencies, the CEAB also supports Engineers Canada in managing signatory compliance under international mobility agreements, as well as in managing risks and identifying opportunities associated with mobility of work and practitioners internationally.
- The draft work plan is discussed by the CEAB at its September meeting. It is then discussed by the Engineers Canada Board at its October meeting and presented in December for approval.
- The CEAB continues to work under the assumption that all major CEAB policy work remains paused as the Engineers Canada Board considers the Futures of Engineering Accreditation (FEA) Path Forward Report recommendations.

Status update

- The draft work plan is informed by:
 - o The anticipated accreditation visits and Washington Accord decisions schedules;
 - o Feedback from Engineering Deans Canada, Canadian Federation of Engineering Students, Regulators, and other interest holders;
 - o Results from the annual Accountability in Accreditation report;
 - o Changes to the engineering educational and/or accreditation environment;
 - o Direction from the Engineers Canada Board;
 - o Minor work tasks in aid of accreditation efficiencies or as background in support of Engineers Canada strategic initiatives; and
 - o Multi-year initiatives or those which span two calendar years approved in previous years' work plans.

- The 2027 draft work plan anticipates work contemplated under meeting agenda item 3.3 (Realizing Futures of Engineering Accreditation).
- Staff and volunteer resources required to execute the work plan have been considered, as well as the capacity for interest holders to collaborate on initiatives and/or participate in consultations.
- Work focusing on improving documentation and quality within CEAB continues, with an emphasis on training for CEAB members and for visiting team members.

Next steps

- The CEAB Chair will provide the Board with a verbal update on the outcomes of the CEAB's work plan discussion from their September 11-12, 2026, meeting.
- The final 2027 CEAB work plan will be presented to the Board, for approval, at its December meeting.

Appendix

- **Appendix 1:** Draft CEAB 2027 work plan

Draft CEAB 2027 work plan

Item		
Accreditation decisions	Visit date	Decision date (2027)
British Columbia Institute of Technology (2 programs)	November 22-24, 2026	June
Dalhousie University (1 new program)	March 13-16, 2027	June
Lakehead University (5 programs, including 1 new)	February 21-23, 2027	June
Lakehead University-Georgian College (1 program, focused visit)	October 4-6, 2026	June
McGill University (1 program)	November 15-17, 2026	June
Memorial University of Newfoundland (2 programs, including 1 new)	February 28-March 2, 2027	June
Ontario Tech University (3 programs, including 2 new)	January 31-February 2, 2027	June
Royal Military College of Canada (1 program)	October 18-20, 2026	June
Sheridan College (1 program)	November 22-24, 2026	June
Simon Fraser University (2 programs)	November 16-18, 2026	June
Toronto Metropolitan University (1 new program)	February 28-March 2, 2027	June
Université du Québec à Trois-Rivières (1 new program)	January 31-February 2, 2027	June
Université du Québec en Outaouais (1 program, focused visit)	November 18, 2026	June
University of British Columbia (1 program)	October 25-27, 2026	June
University of British Columbia – Okanagan (1 new program)	January 25-27, 2027	June
University of Calgary (1 program)	October 25-27, 2026	June
University of New Brunswick – Saint John campus (1 new program)	February 21-23, 2026	June
University of Northern British Columbia (2 programs)	October 4-6, 2026	June
University of Waterloo (13 programs)	November 8-10, 2026	June
International monitoring	Participant(s)	Date
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June 6-12 Bali, Indonesia
Ongoing operational work	Responsible	Due date
Accountability in Accreditation (AinA): - Study and prioritize the findings from the 2026 report; - Collect data for the 2027 report; and - The CEAB Executive Committee will strike a working group to start the AinA periodic review process in the fall of 2027.	AinA Committee P&P Committee CEAB Executive 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). <i>(Work approved in 2025 workplan; Not started)</i>	P&P Committee CEAB	December
Develop communication protocols for when institutions sunset accredited programs. <i>(Work approved in 2025 workplan; Not started)</i>	P&P Committee CEAB	April
Policy and criteria work	Responsible	Due date
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)	P&P Committee CEAB Engineers Canada Board	October

recommendation #8; Engineering Deans Canada members have identified this as a priority). (<i>Work approved in 2025 workplan; Started</i>)*		
Implement the risk-based decision model and update associated policies, procedures, and templates. (<i>Work approved in 2024 workplan; Started</i>)	P&P Committee CEAB	June
Develop a role description for Engineers Canada Board members participating in accreditation visits, distinct from the observer role.	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 will endorse a joint statement defining the purpose and outcomes for substantial and meaningful student involvement with licensed engineers.
- The CEAB, in collaboration with EDC, will review the existing accreditation criteria in light of the purpose statement.
- The CEAB, in collaboration with EDC, will 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 will consult with interest holders on revised criteria and the associated interpretive statement.
- The CEAB will recommend appropriate criteria changes to the Engineers Canada Board, informed by interest holder feedback, by February 2027.
- The CEAB will examine the *Temporary exemption for students going on international exchange* to determine an appropriate way forward in light of recommended criteria changes.
- The CEAB will develop an implementation plan and appropriate training materials for the criteria changes to support a shared understanding among visiting teams and HEIs.

BRIEFING NOTE: For information

Canadian Engineering Qualifications Board (CEQB) draft 2027 work plan		4.3a
Purpose:	To inform the Board of proposed activities of the CEQB in 2027, in advance of final Board approval in December 2026	
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 the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Prepared by:	Ryan Melsom, Manager, Qualifications, and Secretary, CEQB	
Presented by:	Sam Inchasi, Chair, CEQB	

Problem/issue definition

- Board policy 6.10 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.

Background

- To develop the work plan, CEQB members propose potential work items at their annual April meeting, and these, along with items due for cyclical review, are submitted to Regulators for consultation. A final version of the proposed workplan is reviewed and approved by the CEQB at its annual July teleconference.

Status update:

- The draft workplan is informed by:
 - o CEQB's standard six-year cycle for document reviews
 - o New work plan item proposals submitted and prioritized by CEQB members
 - o The national practice, admissions, and discipline & enforcement officials groups
 - o Individual Regulator feedback
 - o The CEO Group
 - o Direction from the Engineers Canada Board
 - o Multi-year initiatives or those which span two calendar years approved in previous years' workplans
- This year regulator CEOs declined its standard virtual consultation, and instead provided feedback to the CEQB via the Engineers Canada CEO. Notably, this led to the proposed cancellation of guidance on off-duty conduct that was approved by the Board in 2025 as part of the 2026 CEQB Work Plan.
- Additionally, regulator CEOs did not reach consensus on any additional work items for CEQB, so the work plan and associated resources have been dedicated to initiatives to 1) Support Engineers Canada's strategic priorities and 2) Undertake a structured review of CEQB mandate and processes, to ensure strong alignment of future work.

- 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.

Next steps

- Feedback from the Board is welcome and will be considered by the CEQB Executive at an upcoming meeting.
- The final work plan will be presented to the Board for approval at its December meeting.

Appendices

- **Appendix 1:** Draft 2027 CEQB work plan

CEQB proposed work plan 2027

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 2026 priorities that will be carried forward in 2027 and outline initiatives proposed 2027, based on data from interest holders including HEIs, CEAB, CEOG, national officials groups, and of course the EC Board.

A. Priorities carried forward from previous years

Item	Requested by	Work plan	Anticipated completion
New Regulator guideline on managing frivolous and vexatious complaints.	NPOG, NDEOG Confirmed by CEOG	2025	Feb 2027
Proposed New Regulator guideline on the public conduct of engineers	NPOG, NDEOG	2026	Cancelled by CEOG

B. NEW 2027 priorities

Item	Requested by	Date of request	Anticipated completion
Structured initiative to improve CEQB efficacy (e.g. work plan process, communication, 1) Improve the consultation process to provide regulators with an early awareness of upcoming consultation topics to allow time to engage a subject matter expert(s) to work directly with CEQB to provide feedback. 2) Include a brief summary that outlines the key changes made to a CEQB product when circulated.	(Response to CEOG)	2026	December 2027 (items to be brought forward as completed)
Support for Engineers Canada strategic plan initiatives, as directed by EC Board (e.g. governance review, incl. regulator forum; Realizing	Engineers Canada	2026	December 2027

Accreditation and Academic Assessments) 1) Support and input into the Business Case for evaluating a national process to assess academics of non-CEAB applicants			
Review of Regulators guideline on returning to active practice	NAOG	2026	Cancelled by CEOG

C. Review of examinations syllabi and associated textbooks

Item	Requested by	Anticipated completion
2018 Geological engineering syllabus	NAOG	January 2027
2020 Civil engineering syllabus	NAOG	April 2027
2020 Basic Science syllabus	NAOG	April 2028
2017 Engineering Physics syllabus	NAOG	April 2028

The reviews of examination syllabi are focused to only those requested or required to support programs, to minimize effort while Engineers Canada undertakes a review of the data management tool used to record accredited program information and concurrently analyses the impacts of an outcomes-focused accreditation system on the inputs-based syllabi. CEQB maintains capacity to undertake reviews deemed a priority by the Regulator CEOs.

CEQB Foresight Paper

Engineering the Energy Transition: What the Profession Needs to Do—and Why It Cannot Wait

2025-2026 CEQB Foresight Committee

July 2026

The aim of a Foresight paper is not to resolve the questions it raises but to establish that they are the right ones to be asking—and that engineering leaders have a critical role in addressing them.

1. Thinking Beyond the Catchphrase

The phrase “energy transition” has spread across policy documents, boardroom slides, and engineering curricula alike—often with little precision. Before the engineering profession can act, it needs a working definition it can actually measure.

For the purposes of this Foresight paper, energy transition means: the elimination, reduction, and deliberate shift from higher-GHG-emitting energy sources to existing and emerging lower-emission alternatives—encompassing how energy is produced, transmitted, distributed, and used across all sectors of the economy. Several points in that definition are worth dwelling on.

First, it is not synonymous with climate change. Climate change is the broader physical and social phenomenon; the energy transition is one of the principal levers engineers have to address it. Conflating them muddies both the problem and the solution space.

Second, the definition is deliberately about a spectrum, not a binary switch. Efficiency gains within existing fossil-fuel systems reduce emissions intensity and belong here as much as greenfield solar farms do. This neutral framing is intentional. Widescale engagement and collaboration from engineers across industries is essential to any credible transition.

Third, the metrics that matter are concrete: CO₂, CH₄, N₂O, and other greenhouse gases; emissions intensity per unit of energy or output; and compliance with reporting frameworks through which these figures are tracked and verified.

A profession that cannot define what it is transitioning toward—and cannot measure whether it is getting there—will struggle to lead this important work.

2. Understanding the Energy Landscape

The direction of travel in the energy transition is reasonably clear, even if the pace and pathway are not (See Appendix). Energy systems worldwide are moving from higher-emission sources—coal, oil, natural gas—toward a diversifying mix that includes solar, wind, geothermal, biomass, cleaner fossil fuels, nuclear, and emerging options such as green hydrogen. However, the transition is not a simple substitution exercise; it is a wholesale re-engineering of interconnected systems that entails transformative social, political, and economic impacts.

Transportation industrial processes, as well as heating systems that once ran on combustion are being redesigned around electricity—a trend now accelerating as data centres and AI infrastructure add enormous new loads to already-strained grid infrastructure. This demand surge is arriving faster than transmission and distribution infrastructure is being built to accommodate it. This trend has been recognized by the Canadian government, which aims to double the country’s electrical capacity by 2050.

Storage—primarily battery systems, though not exclusively—is the critical enabler that makes intermittent renewables usable. Without adequate storage, greater use of renewables creates grid instability rather than resolving it. The engineering challenge here is not merely technological; it is also economic, spatial, policy-related, and logistical.

The industries affected span the full breadth of Canadian infrastructure and economy: power generation and utilities, mining and critical minerals, transportation, petroleum exploration and production, refining and petrochemicals, LNG, manufacturing, and energy end-users. These are not niche sectors. They are the core of the economy that engineers help run. They are also multidisciplinary by nature—no single engineering branch can drive the transition alone.

The most important question for foresight purposes is not where the landscape is headed but where the risks are sharpest today: in grid capacity, in workforce capability, in regulatory readiness, or in the pace at which engineering standards are keeping up with new technologies and materials. Those pressure points are where the profession has the most immediate work to do.

3. Preparing the Profession

What Engineers Need to Know

Here is an uncomfortable fact: While the need to proactively approach the energy transition is clear, renewable energy and energy transition topics are currently not treated as core content in most Canadian engineering programs. Engineers graduating today may complete their degrees without any formal exposure to grid systems, lifecycle emissions analysis, or the trade-offs inherent in comparing energy sources. That gap will not close on its own.

A useful starting point is to distinguish between what every engineer should know—regardless of discipline—and what constitutes sector-specific competency. The former might include a foundational literacy around GHG accounting, energy systems thinking, and the regulatory landscape shaping their clients’ decisions. The latter will look different for a mechanical engineer in Alberta’s oil sands versus an electrical engineer optimizing grid stability with battery storage.

International frameworks, including IEA competency guidelines and graduate attribute structures used in accreditation, offer a starting point for aligning Canadian expectations with global standards. But alignment requires someone to do the work of mapping, gap-filling, and advocating for curriculum change—that is a role the profession needs to take seriously.

Practice and Professional Culture

The energy transition does not replace core engineering science—thermodynamics, materials, systems design, structural integrity—it applies it in new contexts and at new scales. Engineers who understand this are better positioned than those who see the transition as someone else’s problem.

The emerging competencies that matter most are arguably non-technical: systems thinking across sectoral boundaries; trade-off analysis that accounts for economic, social, and environmental dimensions simultaneously; measurement literacy (the ability to work with GHG data critically, not just accept it); and lifecycle thinking that extends analysis beyond the project gate. These are learnable. They are also not yet consistently taught or assessed.

Regulatory frameworks present a parallel challenge. Professional practice exams, ethics requirements, continuing professional development obligations, and the public-protection mandate of engineering regulators have not, for the most part, been updated to reflect the energy transition as a professional concern. There is a reasonable argument that they should be.

Regulatory Complexity

Canada’s federal structure means that engineering regulation, energy policy, and environmental law operate across multiple jurisdictions simultaneously—a reality that creates genuine complexity for practitioners trying to navigate what is required, what is permitted, and what remains undefined. The [Climate Lens](#) is one example of a federal instrument now shaping engineering design decisions; it will not be the last.

Identifying regulatory gaps—places where the explicit rules have not caught up with the engineering realities of transition—is itself a valuable contribution that the profession is uniquely positioned to make.

4. The Questions Worth Sitting With

A foresight paper should leave its readers with better questions, not just conclusions. Several deserve deliberate attention from Canada’s engineering leaders, whether they’re employers, industry practitioners, educators, government, or Regulators.

How do we draw talent to industries that may be phased out over the long term? This is a workforce and career-pipeline challenge that affects engineers in conventional energy sectors today. It is also an ethical challenge: it is not honest to recruit engineers into roles without acknowledging the structural pressures their industry faces. The profession needs a clear-eyed way to talk about transition that does not tip into either fatalism or false reassurance.

How do engineers navigate the tension between the need to reduce GHG emissions and competing priorities—economic development, employment, energy security, and speed? These are genuine

conflicts, not rhetorical ones. Engineers encounter them in real projects. The profession's ethics frameworks were developed for a different era and may need to be revisited.

Are there opportunities both economic and beyond to incentivise the public and industry to move towards lower GHG energy sources? What international frameworks and collaboration opportunities could accelerate the energy transition? What opportunities exist for engineers to drive robust, comprehensive federal and provincial plans for energy transition? These plans need to consider the negative and positive results for regional economies and communities.

On the front-end, where do baseline and specialized competencies diverge, and who is responsible for the gaps? Could existing mechanisms such as the Engineering Graduate Attributes or UNSDGs be leveraged to support the transition? The answer will require honest coordination among universities, regulators, employers, and professional associations—actors who have historically operated in parallel rather than in concert.

Last but not least, what does “guidance” look like in a domain moving this fast? Formal standards take years to develop; the transition is moving faster than that. There may be a role for interim guidance documents, practice advisories, or other lighter-weight mechanisms that give engineers something to work with while more durable frameworks are built.

The energy transition is, at its core, an engineering problem. That is both the challenge and the opportunity confronting this profession.

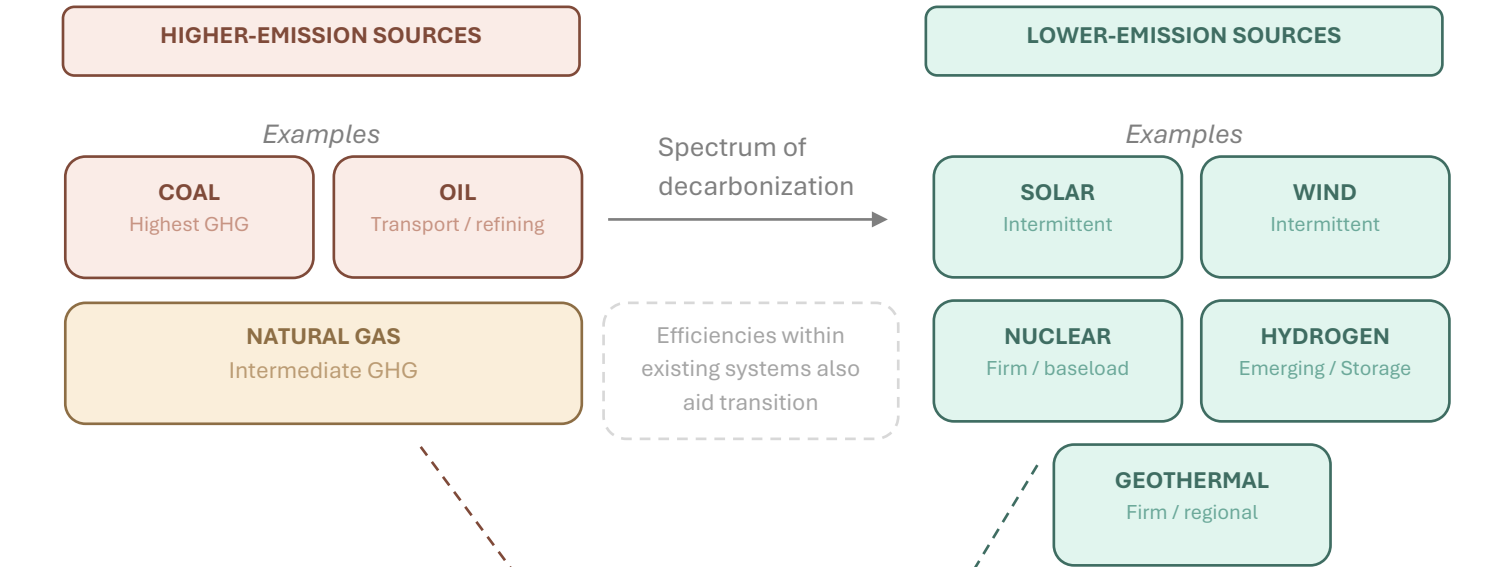
Acknowledgement

Engineers Canada would like to thank the 2025-2026 Foresight Committee members for their outstanding contributions and innovative thinking throughout the development of this year's thought paper:

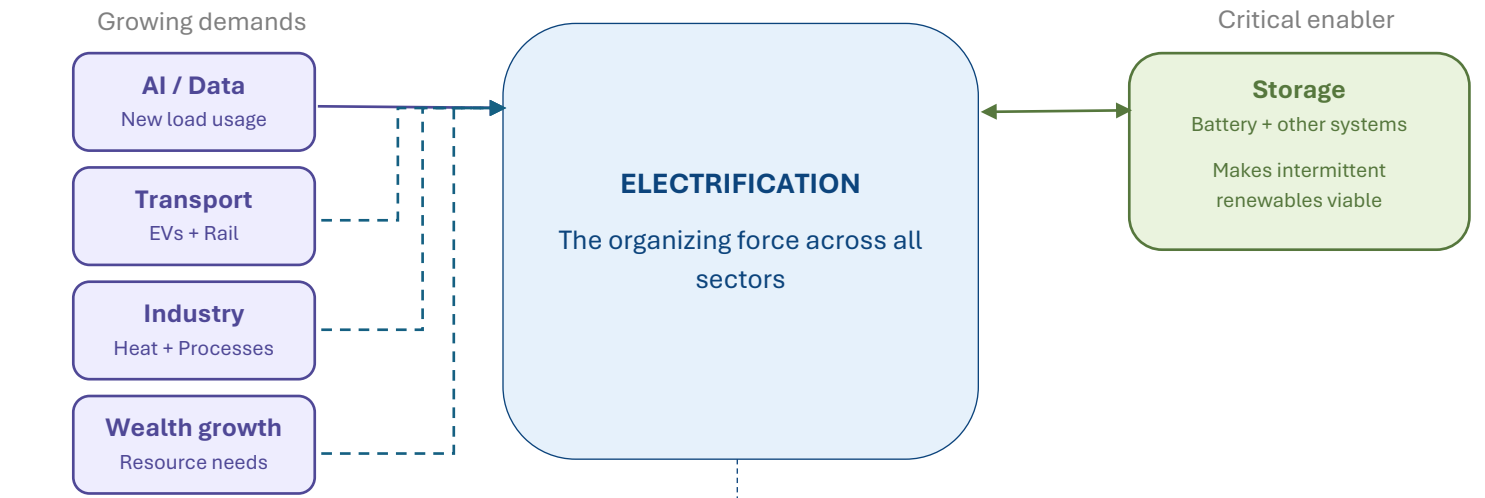
Amy Hsiao, Chair
 Efrem Teklemariam
 Elliott Coles
 Courtney Wall
 Mark Tobin
 Mike Lawton

Appendix: Visualizing the Energy Transition

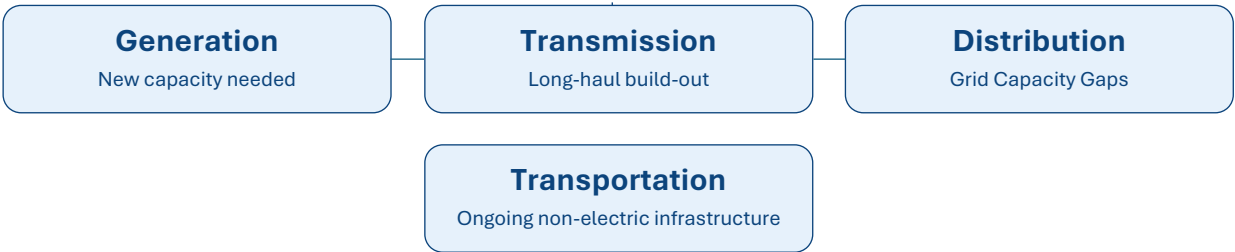
Energy Sources



Central Driver



Infrastructure implications



CEQB Foresight Paper

Sustaining a Trusted Profession: Engineering, Government, and the Work of Building Trust

2025-2026 CEQB Foresight Committee

July 2026

The aim of a Foresight paper is not to resolve the questions it raises but to establish that they are the right ones to be asking—and that engineering leaders have a critical role in addressing them.

1. A Distinction Worth Making

Trust in the engineering profession is multi-faceted. There is the trust earned over decades—through demonstrated competence, projects that work, and through standards upheld under pressure—and there is the trust that has to be rebuilt after something goes wrong. These require different types of interventions to ensure the same level of trust that was created can be maintained.

This paper is concerned with the first kind. Proactive trust is built continuously, through how engineers practise, how they communicate, and how they engage across the full span of a career. Unlike reactive trust, it is largely within the profession's control.

The distinction matters practically: technical experts including engineers are increasingly being asked to contribute beyond technical delivery—from policy development, to major infrastructure decisions, to national conversations about energy, climate, public safety, and artificial intelligence. That kind of participation requires credibility that precedes the invitation. You cannot build it on the way to the table.

Both Engineers Canada and the engineering Regulators have a role to play in guiding the profession on the changing dynamics of engineers' engagements. Engineers must contribute beyond showing up once and explaining the technical. These shifts require sustained, trusted relationships with governments, communities, and the public.

2. When Competence Is No Longer Enough

There is a version of the engineering identity that treats technical excellence as the whole job: deliver sound work, let the work speak for itself. While that version has historically been adequate, it is incomplete and is increasingly obsolete. Engineers lack the same level of representation, for instance, that other professions enjoy at the highest levels of the federal government (e.g. Chief Public Health Officer). Today, the decisions engineers shape routinely carry social, economic, and political dimensions that are unique and distinct from the technical ones. Why are they not being asked to the table?

This raises another question worth examining honestly: where does the profession currently fall short of the trust-building standard those evolving expectations imply? Two categories of opportunity are worth distinguishing.

The first involves things largely within the profession's control—how competencies are defined, how ethics codes are written, and how engagement and communication skills are developed and assessed. The second involves external pressures: the pace of major projects, competing stakeholder interests, political volatility. The profession cannot control those conditions, but it can develop better responses to them.

The most tractable opportunity sits in the first category. A review of existing regulatory frameworks suggests that communication competencies tend to focus broadly on writing and language proficiency; explicit references to public engagement and trust are limited across the profession.

3. Strengthening the Profession

Competence and professional responsibility

Practising within areas of competence is one of the most basic trust-building behaviours an engineer can demonstrate—and one of the most frequently tested when projects accelerate or budgets tighten. Working outside competence is a leading source of disciplinary action and one major way that the erosion of public trust occurs. The gap is rarely in the rules; it is in the culture around them—whether engineers feel safe flagging limits, and whether organizations make it practical to bring in additional expertise.

Engagement and communication deserve similar treatment: not as supplements to technical competency, but as components of it. Understanding how a technical decision affects people who are not engineers—and ensuring those people can give meaningful input—is part of doing the job well. Not everyone needs to be all things: Drawing on external stakeholder relations expertise, cultural liaisons, and multidisciplinary teams may be critical to effective engineering practise. National bodies, such as the CEQB, and Engineers Canada more broadly also have a role in envisioning emergent competencies and advocating for change in the public role of the profession.

Ethical foundations

Engineering ethics has traditionally been framed around constraints: what not to do, how to avoid conflicts of interest, what to disclose. A more forward-looking mindset also asks: what does it look like for engineers to be the public's go-to source of credible, independent technical judgment? The politically neutral character of the profession is a genuine trust asset. Engineers are not elected and are not lobbying for a position. That reputation is worth protecting deliberately, not just by default.

Whether trust and engagement warrant more explicit treatment in codes of ethics and regulatory expectations is an open question. The current frameworks were designed for a different context.

Engagement and communication

Consultation after decisions are made is not engagement. Presenting technical findings in a format accessible only to technical audiences is not communication. Both are common, and both erode trust—sometimes more than silence would.

Engagement that builds trust tends to begin early, is sustained over time, and carries real potential to influence outcomes. It meets audiences where they are, writing and speaking for the receiver rather than the deliverer. There is also an underacknowledged dimension of labour here: asking communities and rights holders to participate in engagement processes asks them to contribute real time and effort. When the profession does not account for that cost—in how processes are scheduled, how long they run, how much is asked—trust suffers regardless of intent.

When people feel genuinely heard—not managed—they are more likely to trust the process and the profession behind it.

Education and professional development

The trust-building continuum begins before licensure. If engagement, communication, and ethics are introduced as serious professional competencies only after engineers are already practising, the profession is playing catch-up from the start. There is a reasonable case for treating consultation and community engagement as formal competency areas—assessed alongside technical skills, not assumed to follow from them. Whether these skills are currently taught and evaluated with the same rigour as other professional requirements is a separate question worth examining. A proactive, comprehensive approach to education, including a revision of the graduate attributes, can help ensure that the profession is not reacting downstream.

4. The Questions Worth Sitting With

A foresight paper should leave its readers with better questions, not settled conclusions. Several feel particularly important for engineering leaders—whether they sit in regulators, educational institutions, employers, or national bodies.

Where, specifically, are trust-related competencies already embedded in regulation—and where are the gaps? The answer requires looking carefully at what existing frameworks actually say, not what they are assumed to say. Some regulators may be further along than others. Mapping the variation is the beginning of doing something about it.

Should engagement be more explicitly integrated into academic requirements and licensing expectations? If so, what would that look like in practice—and who is responsible for making it happen? These are design questions that benefit from specificity over aspiration.

Is there a role for practice guidelines or a best practices framework on engagement? This would not be a prescriptive standard, but a principled starting point—something that gives practitioners a shared language and a reference when the right path is not obvious.

How would the profession know if trust was improving? The absence of public criticism is not the same as public confidence. Developing even a rough shared approach to measuring trust and engagement effectiveness would be a meaningful step toward treating them as professional outcomes rather than aspirational values.

The credibility of the engineering profession with governments and the public is not something that can be manufactured in a campaign or declared in a policy. It is built—slowly, organically through thousands of individual decisions about how to practise, how to communicate, and how to show up in the communities where engineers work. One question can start the change: What steps can I take to contribute to the awareness and engagement a trusted profession requires?

Acknowledgement

Engineers Canada would like to thank the 2025-2026 Foresight Committee members for their outstanding contributions and innovative thinking throughout the development of this year's thought paper:

Amy Hsiao, Chair
 Efrem Teklemariam
 Elliott Coles
 Courtney Wall
 Mark Tobin
 Mike Lawton

BRIEFING NOTE: For approval

Final Regulators Guideline on the ethical development and use of disruptive technologies		4.4a
Purpose:	Approve the New Regulators Guideline on ethical development and use of disruptive technologies	
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 scope and value of engineering regulation (BR) Diminished national collaboration (BR) Client satisfaction (OR)	
Motion(s) to consider:	THAT the New Regulators Guideline on ethical development and use of disruptive technologies be approved for publication on the members-only website.	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications	
Presented by:	Sam Inchasi, CEQB Chair	

Problem/issue definition

- The rapid advancement of disruptive technologies, such as artificial intelligence (AI), has introduced significant emerging ethical challenges for engineers. These technologies often outpace regulatory frameworks, creating gaps in guidance for their safe and ethical development and use. Engineers remain responsible for addressing emergent risks to public safety, but existing laws and codes of ethics may not sufficiently address the unique challenges posed by disruptive technologies.
- In 2024, the Canadian Engineering Qualifications Board (CEQB) was directed by the Board of Engineers Canada, in consultation with the Regulators, to develop a flexible, principles-based guideline to equip engineers with tools to navigate these challenges.
- Notably, the title of this guidance has been changed from “groundbreaking” to “disruptive” based on regulator consultation feedback.

Proposed action/recommendation

That The New Regulators Guideline on ethical development and use of disruptive technologies be approved for publication on the members-only site.

Other options considered:

- The CEQB considered whether the guideline would be better positioned as a public-facing document, but declined based on potential risks around uneven Regulator adoption.

Risks

- While public-facing CEQB documents are framed as providing non-binding guidance for practitioners, there have been court cases where certain CEQB documents have been treated as a *de facto* national standard, thereby overriding the true and legislated authority of the regulators. As

the maintenance of strong relationships with regulators is critical to the CEQB's and Engineers Canada's long-term success, any risks to the regulators are carefully considered as the document undergoes development.

- o A 2025 legal analysis on maintaining national public guidance determined that "aspirational" guidance (i.e. intended to support good practice as opposed to articulating a standard) does not present a significant legal risk.
- o However, the guidance is presented as Regulator-only, so that Regulators retain absolute authority to adapt as they deem appropriate in their given jurisdictional contexts.

Financial implications

- No direct financial implications were identified.

Benefits

- **Future-guarding:** A principles-based approach helps ensure that engineers are prepared to adapt to emergent technological risks and better protect the public.
- **Enhanced trust:** Clear ethical guidance reinforces public confidence in the profession.
- **Harmonized practice:** Collaboration among Canadian engineering regulators on national guidance supports a consistent understanding of ethical practices with regard to disruptive technologies.
- **Professional growth:** Guidance on effective competency development and interdisciplinary considerations strengthen the profession's capacity to address complex challenges.

Consultation

- An environmental scan and a workshop with regulators and CEQB members and regulator officials held in September 2024 informed the structure of the guideline. The topics were also discussed with the PEGNL Council and the National Practice Officials Group.
- A draft general direction was sent to the regulators for consultation from February-April 2025. Seven (7) regulators responded to the consultation (OIQ, ENS, PEGNL, APEGA, APEGS, EGBC, PEO) and provided a total of 22 comments. Feedback was generally positive, and all recommendations were incorporated into the document presented.
- During the July 2025 CEQB meeting, the final general direction was approved and used to inform the development of the guideline.
- A draft guideline was developed following approval of the general direction and circulated for regulator consultation from October 2025 to December 2025. Feedback from multiple jurisdictions centered on several themes: clarifying scope and intended audience, distinguishing between use and development of disruptive technologies, sharpening the definition of disruptive technology, strengthening focus on professional accountability and public safety, shifting toward a more principles-based approach, and improving practical applicability.
- Iterative revisions throughout late 2025 and early 2026, including an assessment by an external consulting firm specializing in engineering safety, refined the scope and improved clarity and usability, addressing regulator concerns about the document's breadth and the use/development distinction.
- A focused working group of industry experts was convened in 2026 to support final revisions, ensuring the guidance is practical, clear, and reflective of a broad range of perspectives. Working group members included several present and former electrical and software engineering deans, and an engineering professor with expertise on engineering and society, who has worked with the UN.

Next steps (if motion approved)

- The Final Regulators Guideline will be posted to the members-only site.

Appendices

- **Appendix 1:** Regulators Guideline on ethical development and use of disruptive technologies (circulated separately)

BRIEFING NOTE: For approval

Regulators Guideline on assessment of engineering work using competency-based assessment		4.4b
Purpose:	To recommend that the Regulators Guideline on assessment of engineering work experience using competency-based assessment (CBA) be archived.	
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 scope and value of engineering regulation (BR) Tarnished reputation (BR)	
Motion(s) to consider:	THAT the Regulators Guideline on assessment of engineering work experience using competency-based assessment be archived.	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager of Qualifications and CEQB Secretary	
Presented by:	Sam Inchasi, CEQB Chair	

Problem/issue definition

- In 2025, Qualifications Staff developed several quick guides for Competency-Based Assessment (CBA) validators, aimed at improving the quality and consistency of CBA evaluations. Feedback from the National Admissions Officials Group (NAOG) indicates ongoing challenges in the area of CBA assessment, including variability in application quality and interpretation of competencies, and this suggests a need for additional guidance.
- In tandem, regulators requested a review of the Regulators Guideline on assessment of engineering work experience using CBA, to be undertaken in 2026. This work supports Engineers Canada's Core Purpose 3: providing services and tools that support the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate practitioner mobility across Canada.
- The guideline outlines the assessment of engineering work experience for licensure using a CBA approach, and provides a structured, evidence-based framework for evaluating applicants' competencies, professional judgment, and ethical practice in support of regulators' legislative requirements.
- Most regulators have adopted, or are in the process of adopting, Canadian Work Environment Competencies in lieu of the 12-month Canadian Experience requirement, to the point where a standalone guidance document is no longer required.

Proposed action/recommendation

- The Board is asked to approve archiving of the Regulators Guideline on assessment of engineering work using competency-based assessment.

Other options considered

- Undertake a targeted update of the guideline to reflect current regulatory practices and/or reframe it to include more practical tools and resources.
- Defer the review until related work on the CBA framework is further advanced or completed.

Risks

- Archiving the guideline does not address known challenges raised by regulators, including variability in application quality and interpretation of competencies, and may result in a perceived gap in CBA assessment guidance. However, pursuing a revision when separate, related work is being undertaken by several Regulators (e.g. CBA 2.0) and Engineers Canada staff (e.g. Pathways to engineering) may lead to duplication of efforts and/or contradictions in recommendations and findings.

Financial implications

- No financial implications were identified.

Benefits

- Archiving the guideline reduces the risk of misalignment or duplication with ongoing parallel work on the CBA framework and supporting systems. The guideline may become outdated quickly if broader framework changes significantly alter competencies or assessment approaches
- Archiving the guideline also reflects the current direction of regulators toward more practical, operational tools, reducing the risk of maintaining a resource with limited added value.

Consultation

- In February 2026, the document was presented to the Admissions Issues Committee to initiate the review and inform its scope and approach.
- Initial feedback highlighted the need to:
 - o reposition the guideline to reflect CBA as an established framework;
 - o strengthen clarity around roles and responsibilities; and
 - o address ongoing challenges related to variability in application and interpretation of competencies.
- As the review progressed, the focus evolved from potential content updates to a broader consideration of the guideline's continued relevance within the current regulatory landscape.
- In June 2026, the Admissions Issues Committee met to review the guideline and, noting its reduced relevance and potential overlap with ongoing CBA work, approved recommending its archiving to the CEQB.

Next steps

- The the Regulators Guideline on assessment of engineering work experience using competency-based assessment (CBA) will be archived.

Appendices

- **Appendix 1:** 2020 regulators guideline on assessment of engineering work using competency-based assessment. (circulated separately)

BRIEFING NOTE: For information

2027 draft budget and 2029 Per Capita Assessment		4.5
Purpose:	To provide the 2027 draft budget and 2029 PCAF recommendation to the Board for information and discussion	
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) Long-term financial viability (strategic risk)	
Prepared by:	Derek Menard, Chief Financial Officer	
Presented by:	Jitendra Paliwal, Chair, FAR Committee	

Background

- In December, the Board is responsible for:
 - approving Engineers Canada's 2027 budget, and
 - recommending to the Members the amount of the per capita assessment fee (PCAF) that will be in effect as of January 2029 ([Bylaw, article 7](#)).
- The budget and PCAF are presented in advance of those decisions for the Board to consider:
 - How the budget aligns with Engineers Canada's priorities and strategic plan,
 - Whether there is anything unclear or of concern in the budget,
 - Whether the Members are likely to approve the proposed PCAF for 2029, and
 - If any revisions should be made to the final budget.
- Staff prepare the budget in keeping with the following:
 - Engineers Canada [Strategic Plan 2025-2029](#)
 - Engineers Canada's [10 core purposes](#)
 - Necessary improvements to tools, technology, and infrastructure.
 - The budget envelope assumptions approved by the Finance, Audit, and Risk (FAR) Committee at its meeting on June 15, 2026.
- The draft budget and PCAF proposal are presented with three-year projections for revenues and expenses, and reserve balances. Reserve targets are set out in [Board policy 7.12, Net Assets](#).
- In 2024, Professional Engineers Ontario (PEO) began to avail itself of \$2 million per year in affinity funds that had previously gone to Engineers Canada's unrestricted reserves. These resources provided significant funding on projects included in the 2022-2024 strategic plan and enabled large operating budget deficits.
- Without the additional \$2 million contributions to the unrestricted reserves, Engineers Canada:

- o began reducing its operating expenses by \$768K (or 6.2%) in 2024 and 2025, with the goal of achieving a balanced operating budget in 2026, and a
- o projected the 2025-2029 Strategic plan spending to be between \$1-\$1.5 million per year, which are to be partially funded from unrestricted reserves.

Status update

Draft budget

- Staff have prepared and attached the draft 2027 budget for the FAR Committee's consideration.
- As detailed in the appendices, the 2027 budget includes \$13.1 million in revenue and \$13.4 million in expenses:
 - o Revenue is expected to increase by \$537,715 (4.3%) compared to 2026.
 - o Operating expenses are budgeted at \$12.2 million, an increase of 3.5% or \$412,825 from 2026.
 - o A total of \$1,162,841 in spending relates to delivery of strategic plan directions, which are to be partially funded by drawing down unrestricted reserves.
 - o The proposed 2027 budget has an overall deficit of \$289,897.
- Based on the projected revenue, expenses and unrestricted reserve balances, it is proposed that the Board recommend to the Members that the 2029 per capita assessment fee be increased to \$13.00 per registrant (see Appendix 1, table 6).

FAR Committee review

- The FAR Committee had a fulsome discussion of all aspects of the budget and PCAF proposal (scenario #1) put forward by staff. Overall, the committee was supportive of the recommendations presented and recognized the efforts to return to an overall balanced budget by 2030.

Next steps

- Staff will update the 2027 draft budget based on the Board's feedback.
- The FAR Committee will review the final budget prior to its presentation for Board approval.

Appendices

- **Appendix 1:** Engineers Canada 2027 draft budget memo
- **Appendix 2:** 2027 revenue and portfolio detail analysis

Appendix 1: Engineers Canada 2027 draft budget memo

This budget has been drafted for discussion by the Engineers Canada Board of Directors on October 8, 2026.

Summary

Unless otherwise noted, the draft budget is in keeping with the budget envelope assumptions approved by the FAR Committee at its June 15, 2026, meeting.

- The 2027 budget includes \$13.1 million in revenue and \$13.4 million in expenses related to operations and delivery of the strategic plan directions.
- Capital expenditures for 2027 are estimated to be \$55,000.
- Strategic directions from the 2025-2029 Strategic Plan are:
 - Realizing accreditation and academic assessments (also referred to as Realizing FEA)
 - Realizing our role in sustainability
 - Realizing a stronger federation
 - Realizing a fuller awareness of engineers
 - Realizing an inclusive profession
- Strategic direction-related spending is budgeted at \$1,162,841 in 2027, which is to be partially funded by drawing down the unrestricted reserves.
- Overall, the proposed 2027 budget has a deficit of \$289,897. With strategic projects excluded, the operating budget is in a \$872,944 surplus position.
- The projected unrestricted reserves balance at end of 2027 is \$5.2 million.
- It is proposed that the Board recommend to the Members that the 2029 Per Capita Assessment fee be set at \$13.00 per registrant, which is a \$1.00 increase compared to 2028.

A detailed breakdown of expenses and revenue is included in the portfolio detail analysis sheets attached as Appendix 2.

Notes on the expenses

Expenses have two (2) main components: operating expenses and strategic direction expenses. The 2027 operating expenses are \$12.2 million, an increase of 3.5% or \$412,825 from 2026 when operating expenses were \$11.8 million.

The FAR Committee approved the 2027 budget envelope assumptions, which had an operating expense increase target of \$400,000.

Notes on revenue

Revenues are anticipated to increase by \$537,715, or 4.3%, compared to the 2026 budget. The positive variance is principally driven by the \$1 increase in the Per Capita Assessment Fee (PCAF) from Regulators, and an increase in the TDI national program (affinity) revenue. A detailed breakdown of revenue is included in the portfolio detail analysis sheets.

Notes on estimates and assumptions

The following estimates and assumptions have been used to draft the budget:

- Annual dues are calculated based on membership projections provided by the Regulators.
- TD Insurance national (affinity) program revenues are calculated using estimates provided directly by TD Insurance. These estimates were made available in July, after the budget assumptions were approved.

- The human resources (HR) budget (part of the Corporate Services portfolio) includes:
 - o 48 full-time equivalents (FTEs), which is an increase of one FTE compared to 2026.
 - o Salary adjustments based on a salary band review for some employees, with others receiving a 2.4% cost-of-living increase. The CPI increase of 2.4% is in line with the Statistics Canada CPI rate for the 12-month period ending April 2026.
- The capital budget is based on a review of the organization's infrastructure needs including physical facilities and IT.

2027 Budget

The 2027 budget has been structured to show the planned allocation of resources to each of Engineers Canada's [10 core purposes](#) and strategic directions, as defined in the [Engineers Canada 2025-2029 Strategic Plan](#). Additional detail on planned spending per portfolio is provided in Appendix 2: 2027 revenue and portfolio detail analysis.

Table 1 – 2027 Budget

Category	2027 Budget	2026 Budget	2027 Budget vs 2026 Budget \$	2027 Budget vs 2026 Budget %	Notes
Revenues:					
Revenue – Annual dues	3,695,583	3,320,979	374,604	11%	1
Revenue - Investments	520,000	518,681	1,319	0%	
Revenue - National programs (Affinity)	8,867,866	8,636,075	231,792	3%	2
Revenue – DEI and outreach	-	70,000	(70,000)	-100%	3
Total revenues:	13,083,449	12,545,734	537,715	4%	
Operating Expenses:					
Accreditation	431,750	344,722	(87,028)	-25%	4
Fostering working relationships	332,730	338,710	5,980	2%	
Services and tools	137,150	149,150	12,000	8%	
National programs	948,050	883,050	(65,000)	-7%	5
Advocating to the federal government	63,418	63,500	82	0%	
Research and regulatory changes	4,177	4,095	(82)	-2%	
International mobility	184,951	129,202	(55,750)	-43%	6
Promotion and outreach	348,625	332,750	(15,875)	-5%	
Diversity and inclusion	84,000	84,000	-	0%	
Protect official marks	216,100	170,000	(46,100)	-27%	7
Secretariat services	963,808	980,283	16,475	2%	
Corporate services	8,495,746	8,318,219	(177,527)	-2%	8
Total Operating Expenses	12,210,505	11,797,681	(412,825)	-3.5%	
Operating Surplus/(Deficit)	872,944	748,054	124,890		
Project Spending:					
2025-2029 Strategic Plan					
Realizing accreditation and academic assessments	651,385	609,523	(41,862)	-7%	
Realizing our role in sustainability	73,000	60,000	(13,000)	-22%	
Realizing a stronger federation	72,000	52,750	(19,250)	-36%	
Realizing a fuller awareness of engineers	265,625	307,807	42,182	14%	
Realizing an inclusive profession	100,832	309,554	208,723	67%	9
Total Project Spending	1,162,841	1,339,634	176,793	13%	
Surplus/(Deficit)	(289,980)	(591,580)	301,683	-51%	

Notes on 2027 budget vs 2026 budget

1. The \$374,604 increase is mainly due to the Per Capita Assessment Fee (PCAF) increasing to \$11 in 2027 from \$10 in 2026.
2. The \$231,792 increase is mainly due to the TDI home and auto insurance program and the Secondary Liability program. TDI is predicting a 3.3% increase in sponsorship fees compared to 2026, and the Secondary Liability program is a flow-through, with the offsetting expense included in national programs operating expenses.
3. The revenue is budgeted to be \$0 in 2027 as there will be no 30 by 30 conference in 2027.
4. The \$87,028 increase is mainly due to more accreditation visits in 2027 (22 visits to 79 programs), compared to 2025 (14 visits to 57 programs), resulting in an increase in volunteer travel costs.
5. The \$65,000 increase is due to the increased number of members included in the Secondary Liability program. This is a flow-through and is offset by an increase in National program revenue.
6. The \$55,750 increase is mainly due to the required Washington Accord periodic visit, which will take place in 2027.
7. The \$46,100 increase is due to a higher number of anticipated trademark oppositions, and an increase in associated government fees for oppositions.
8. The \$177,527 increase is mainly due to salary increases driven by a mix of salary band reviews or CPI increases of 2.4%, offset by \$105,000 in savings from the new office lease that commenced in July 2026.
9. The \$208,723 decrease is due to staffing costs associated with 1 FTE being transferred to the Corporate services operational budget in 2027, coupled with the removal of the \$70,000 30 by 30 conference sponsorship flow-through funding, as no conference is planned in 2027.

2027 Budget – Total expenses by operational imperative, including staff costs

The following table is provided for analysis purposes. It shows proposed 2027 spending by core purpose, including projects and staff salary and benefit costs (HR component), as represented in the corporate services budget.

Table 2 – 2027 Budget with staff allocations

Category	Expenses	HR component	Total	Allocation	Notes
CP 1 - Accreditation	1,083,135	953,959	2,037,094	16%	1
CP 2 - Fostering working relationships	332,730	146,380	479,110	4%	
CP 3 - Services & Tools	137,150	183,032	320,182	3%	
CP 4 - National Programs	173,050	454,870	627,920	5%	2
CP 5 - Advocating to the Fed. Gov't.	63,418	183,390	246,807	2%	
CP 6 - Research	4,177	67,346	71,523	1%	
CP 7 - Int'l Mobility	184,951	493,807	678,759	5%	
CP 8 - Promoting the profession	614,250	422,259	1,036,509	8%	
CP 9 - Diversity & Inclusion	184,831	386,934	571,765	5%	
CP 10 - Protect official marks	216,100	57,138	273,238	2%	
Secretariat services	1,108,808	1,386,515	2,495,324	20%	
Corp Services	1,513,513	2,246,604	3,760,117	30%	
Total:	5,616,114	6,982,232	12,598,346	100%	

Notes

- 1 Includes accreditation business and the Strategic Direction Realizing accreditation and academic assessments.
- 2 Net expense with adjustment for related Secondary Liability program revenues of \$775,000.

2027 Capital budget

Table 3 – Capital budget

Asset Type	2027 Budget	2026 Budget
Leasehold improvements and office furniture and equipment	\$20,000	\$510,000
Computer hardware	\$35,000	\$58,950
Total:	\$55,000	\$568,950

In 2027, \$35,000 of the capital budget will be used to replenish computer hardware, based on our 4-year evergreen cycle. In addition, leasehold improvements and office furniture and equipment costs of \$20,000 will be used for furniture replacement and general facilities maintenance.

Status of reserves

Board Policy 7.12, *Net Assets*, provides the ability for Engineers Canada to maintain adequate net asset levels and is considered an indication of safety, stability, and prudent resistance to adverse business and economic conditions. The Board’s net asset target levels for the restricted reserves are \$1.5M for legal, \$2M for strategic priorities, and \$5.4M for contingency. The unrestricted reserve target level is no less than \$1 million.

Table 4 – Reserves

Year	Net Assets	Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes
2026	2026 Opening balance	1,500,000	2,000,000	2,500,000	145,331	8,743,489	14,888,820	1
	Additions to capital assets				568,950	(568,950)		
	Amortization of capital assets				(177,832)	177,832		
	Amortization of leasehold inducements				43,727	(43,727)		
	Transfer to Contingency reserve			2,900,000		(2,900,000)		2
	Projected 2026 surplus/(deficit)					(11,266)		
	Projected 2026 closing balance	1,500,000	2,000,000	5,400,000	580,176	5,397,377	14,877,554	
2027	Additions to capital assets				55,000	(55,000)		
	Amortization of capital assets				(156,986)	156,986		
	Amortization of leasehold inducements				43,500	(43,500)		
	Projected 2027 surplus/(deficit)					(289,897)		
	Projected 2027 closing balance	1,500,000	2,000,000	5,400,000	521,690	5,165,966	14,587,657	
2028	Additions to capital assets				75,000	(75,000)		
	Amortization of capital assets				(150,000)	150,000		
	Amortization of leasehold inducements				43,500	(43,500)		
	Projected 2028 surplus/(deficit)					(227,164)		
	Projected 2028 closing balance	1,500,000	2,000,000	5,400,000	490,190	4,970,302	14,360,492	
2029	Additions to capital assets				75,000	(75,000)		
	Amortization of capital assets				(150,000)	150,000		
	Amortization of leasehold inducements				43,500	(43,500)		
	Projected 2029 surplus/(deficit)					(99,644)		
	Projected 2029 closing balance	1,500,000	2,000,000	5,400,000	458,690	4,902,157	14,260,848	3

Note 1 - Agreed to 2025 audited financial statements
Note 2 - Transfer based on revised Board Policy – 7.12
Net assets
Note 3 - See paragraph below for additional information

The current 2029 projected deficit of \$99,644 assumes that the 2029 Per Capita Assessment fee is set at \$13 by the Members in May 2027.

Three-year projection: 2027-2029

The following table shows projections for future revenues and expenditures for the years 2027-2029.

Table 5 – Three-year projection (in 000's)

Category	2027	2028	2029	Notes
Revenues:				
Revenue – Annual dues	3,696	4,049	4,418	1
Revenue – Investments	520	512	504	
Revenue – National programs	8,868	9,022	9,189	2
Revenue – DEI and outreach	-	-	-	
Total revenues:	13,083	13,583	14,111	
Operating Expenses:				
Accreditation	432	432	432	
Fostering working relationships	333	333	333	
Services and tools	137	137	137	
National programs	948	948	948	
Advocating to the federal government	63	63	63	
Research and regulatory changes	4	4	4	
International mobility	185	185	185	
Promotion and outreach	349	349	349	
Diversity and inclusion	84	84	84	
Protect official marks	216	216	216	
Secretariat services	964	914	914	3
Corporate services	8,496	8,496	8,496	
Increase in operating expenses vs 2026	-	350	700	
Total Operating Expenses	12,211	12,511	12,911	
% Increase in operating expenses		3%	3%	
Operating Surplus/(Deficit)	873	1,073	1,250	
Projects Spending:				
2025-2029 Strategic Plan				
Realizing accreditation and academic assessments	651	-	-	
Realizing our role in sustainability	73	-	-	
Realizing a stronger federation	72	-	-	
Realizing a fuller awareness of engineers	266	-	-	
Realizing an inclusive profession	101	-	-	
	1,163	1,300	1,350	4
Total Project Spending	1,163	1,300	1,350	
Surplus/(Deficit)	(290)	(227)	(100)	

Notes on projections

1. Annual dues revenue assumes a PCAF of \$11 in 2027, \$12 in 2028 and increases to \$13 in 2029. The total number of members is predicted to increase by 0.4% in 2028 and increase by 0.7% in 2029.
2. TD affinity revenues are based on the 5-year projections provided by TD, which call for a 2% and 2.1% increase in 2028 and 2029, respectively, for Engineers Canada's portion.
3. Secretariat services costs decreased by \$50,000 in 2028 and 2029 to reflect the lower variable travel costs associated with the anticipated smaller board size.
4. These budgets are based on the current planning for the strategic priorities (2025-2029) and will be adjusted as the projects progress. The \$1,300,000 and \$1,350,000 allocations included for 2028 and 2029 respectively are placeholders for financial modelling purposes and will be revised as project plans progress.

Assumptions

These projections assume Engineers Canada maintains a similar scope of work and strategic directions from 2027 through 2029.

In preparing the projection for operating expenses an increase of 3% was assumed in 2027 and 2028.

Proposed 2029 Per Capita Assessment Fee

As per section 7 of the Engineers Canada [Bylaw](#), the Board must provide a proposal for the 2029 Per Capita Assessment Fee (PCAF). Projections for the 2030 and 2031 unrestricted reserve balance are also provided, as per Regulators' request. The proposed PCAF has been established with due consideration of expenses (operating, and strategic) and revenue. The following assumptions were made in the calculation of the proposed PCAF:

1. The revenue received from the PCAF is based on the member estimates provided from Regulators up until 2029 and is increased 2% year-over-year for 2030 and 2031.
2. The revenue received from affinity programs is based on projections from the program providers.
3. Operating expenses will increase 2.5%-2.8% from 2028 to 2031.
4. Spending from 2029 to 2031 on the new strategic directions will increase \$50K per year.

Table 6 – Projected Unrestricted Reserve Balances

The following tables show the projected summarized statement of operations and unrestricted reserve balances by year based on the above assumptions.

Scenario 1: Assumes a \$13.00 PCAF in 2029, \$13.50 in 2030, and \$14 in 2031.

Statement of Operations (in 000's)

Statement of Operations (in 000's)		PCAF=	\$13.00	\$13.50	\$14.00
Category	2027 Budget	2028 Projections	2029 Projections	2030 Projections	2031 Projections
Total Revenues	13,083	13,583	14,111	14,558	15,048
Total Operating Expenses	12,211	12,511	12,861	13,211	13,561
% Increase/(decrease) in operating expenses		2.5%	2.8%	2.7%	2.6%
Operating Surplus/(Deficit)	873	1,073	1,250	1,348	1,488
Total Project Spending	1,163	1,300	1,350	1,400	1,450
Surplus/(Deficit)	(290)	(227)	(100)	(52)	38

Unrestricted Reserve Projections (in 000's)

	2027 Budget	2028 Projections	2029 Projections	2030 Projections	2031 Projections
Opening balance	5,397	5,166	4,970	4,902	4,881
Additions to capital assets	(55)	(75)	(75)	(75)	(75)
Amortization of capital assets	157	150	150	150	150
Amortization of leasehold inducements	(44)	(44)	(44)	(44)	(44)
Projected surplus/(deficit)	(290)	(227)	(100)	(52)	38
Projected closing balance	5,166	4,970	4,902	4,881	4,950

Scenario 2: Assumes a \$12.00 PCAF in 2029, \$13.00 in 2030, and \$13.50 in 2031.

Statement of Operations (in 000's)

<i>PCAF=</i>	<i>\$12.00</i>	<i>\$13.00</i>	<i>\$13.50</i>
--------------	----------------	----------------	----------------

Category	2027 Budget	2028 Projections	2029 Projections	2030 Projections	2031 Projections
Total Revenues	13,083	13,583	13,771	14,385	14,871
Total Operating Expenses	12,211	12,511	12,861	13,211	13,561
% Increase/(decrease) in operating expenses		2.5%	2.8%	2.7%	2.6%
Operating Surplus/(Deficit)	873	1,073	911	1,174	1,311
Total Project Spending	1,163	1,300	1,350	1,400	1,450
Surplus/(Deficit)	(290)	(227)	(439)	(226)	(139)

Unrestricted Reserve Projections (in 000's)

	2027 Budget	2028 Projections	2029 Projections	2030 Projections	2031 Projections
Opening balance	5,397	5,166	4,970	4,562	4,368
Additions to capital assets	(55)	(75)	(75)	(75)	(75)
Amortization of capital assets	157	150	150	150	150
Amortization of leasehold inducements	(44)	(44)	(44)	(44)	(44)
Projected surplus/(deficit)	(290)	(227)	(439)	(226)	(139)
Projected closing balance	5,166	4,970	4,562	4,368	4,261

Scenario 3: Assumes a \$12.29 PCAF in 2029, \$12.58 in 2030, and \$12.88 in 2031. This scenario is based on a CPI increase model, with the CPI increase of 2.4% being derived from the Statistics Canada CPI rate for the 12-month period ending April 2026.

Statement of Operations (in 000's)

PCAF=	\$12.29	\$12.58	\$12.88
--------------	----------------	----------------	----------------

Category	2027 Budget	2028 Projections	2029 Projections	2030 Projections	2031 Projections
Total Revenues	13,083	13,583	13,869	14,240	14,654
Total Operating Expenses	12,211	12,511	12,861	13,211	13,561
% Increase/(decrease) in operating expenses		2.5%	2.8%	2.7%	2.6%
Operating Surplus/(Deficit)	873	1,073	1,008	1,030	1,093
Total Project Spending	1,163	1,300	1,350	1,400	1,450
Surplus/(Deficit)	(290)	(227)	(342)	(370)	(357)

Unrestricted Reserve Projections (in 000's)

	2027 Budget	2028 Projections	2029 Projections	2030 Projections	2031 Projections
Opening balance	5,397	5,166	4,970	4,660	4,322
Additions to capital assets	(55)	(75)	(75)	(75)	(75)
Amortization of capital assets	157	150	150	150	150
Amortization of leasehold inducements	(44)	(44)	(44)	(44)	(44)
Projected surplus/(deficit)	(290)	(227)	(342)	(370)	(357)
Projected closing balance	5,166	4,970	4,660	4,322	3,996

Recommendation for the 2029 Per Capita Assessment Fee (PCAF):

Based on the above, it is recommended that the PCAF increase by \$1.00 to \$13.00 for 2029 (scenario 1), which will result in an increase in revenues of \$369K in 2029 in comparison to the 2028. Under this scenario and coupled with the projected operating cost increase in of 2.8% in 2029, we are projecting to achieve a surplus operating budget of \$1.25M. With strategic project spending of \$1.35 million in 2029, we are projecting an overall deficit of \$100K. This would result in an unrestricted reserve balance of \$4.9 million at the end of 2029, above the Board-mandated minimum of \$1 million.

Value per Member

The value per member table below is provided for information purposes, it illustrates the total dollar value each member receives based on the currently proposed 2027 budgeted expenses.

2027 Budgeted Operating Expenses	\$12,210,505
2027 Budgeted Project Expenses	<u>\$1,162,841</u>
	<u>\$13,373,346</u>
Projected number of Members in 2027	335,962
Value Per Member in 2027	<u>\$40</u>

Appendix 2: 2027 revenue and portfolio detail analysis

Revenue

Description: Engineers Canada revenues are made up of two (2) main components: affinity program sponsorships and the annual dues received from Regulators. These two (2) components are expected to make up 89% of the 2027 revenues. The remaining portion contains revenues that are for specific endeavours which have related expenses such as the Secondary Professional Liability Insurance Program (SPLIP), the sponsorships of the awards gala, and spring meetings. These three (3) components make up 7% of total revenues. The final 4% of revenues are made up of income and appreciation of investments, and interest earned on bank balances.

Budget details

Number	Description	2027 Budget	% of Total	2026 Budget	Change
1	Affinity and Insurance Programs Revenue	7,905,366	60.4%	7,738,575	166,792
2	Provincial Annual Dues Revenue	3,695,583	28.2%	3,320,979	374,604
3	SPLIP Revenue	775,000	5.9%	710,000	65,000
4	Changes in the Fair Value of Investments	200,000	1.5%	200,000	-
4	Investment Income	315,200	2.4%	260,000	55,200
5	Awards Sponsorship Revenue	175,000	1.3%	175,000	-
6	DEI and Outreach Sponsorship Revenue	-	0.0%	70,000	(70,000)
7	EDC Revenue	-	0.0%	47,881	(47,881)
8	Rent Revenue	-	0.0%	6,000	(6,000)
9	AGM Sponsorship Revenue	12,500	0.1%	12,500	-
10	Interest Bank Accts (CND) Revenue	4,800	0.0%	4,800	-
Total Revenue		13,083,449	100%	12,545,734	537,714

Rationale for 2027 budget:

1. The affinity program revenues for 2027 are determined by the agreements signed, the largest of which is the TDI home and auto insurance program. 2018 was the first year of a 12-year agreement with TD Insurance for the program. The 2027 TD Insurance revenues are calculated based on the total written premium value estimates for 2026. This figure will not be known with certainty until early in 2027. The 2027 estimate is based upon total written premium projections of \$482M provided by TD Insurance.
2. The annual dues from Regulators are calculated based on the annual membership level estimates received from each Regulator. Based on the 2027 membership projections received (335,962 members vs the 2026 budget of 332,098), and the \$1 PCAF increase (from \$10 in 2026 to \$11 in 2027), Engineers Canada is predicting an increase of \$374K in annual dues.
3. SPLIP program revenues are based on estimates for 2027 participation levels. This is flow-through revenue that is offset by an equivalent expenditure.
4. A budgeted increase of \$55K in investment income is mainly due to an increase in our overall investment portfolio value due to strong returns in 2024 and 2025.

5. Awards sponsorships are the same as in 2026. This is flow-through revenue that is offset by an equivalent expenditure.
6. Revenue is budgeted to be \$0 in 2027 as there will be no 30 by 30 conference in 2027.
7. Engineering Deans Canada (EDC) revenue was collected in the past to offset the costs of Engineers Canada providing subcontracted secretariat services; EDC is now contracted directly with the provider.
8. Rent revenue was realized in 2026 from subleasing space at the Engineers Canada office. The office space was reduced by 40% in 2026, and Engineers Canada is no longer subleasing space.
9. AGM sponsorship revenue is expected to remain the same in 2027. This is flow-through revenue which is offset by an equivalent expenditure.
10. Interest bank acct (CDN) revenue represents excess short-term cash from operations that is kept in an interest-bearing savings account.

Accreditation

Portfolio: Accreditation business and improvements to the accreditation processes and systems.

Description: This portfolio contains all the work in Core Purpose 1 (the regular business of the Canadian Engineering Accreditation Board [CEAB]) and Strategic Direction (SD) Realizing accreditation and academic assessments, with pillars of Full Spectrum Competency Profile (FSCP) Pilot Study; Accreditation system improvements related to specific AUs, meaningful involvement of licensed professionals, and outcomes-focused accreditation; and the business case for a national intake and academic assessment service for non-CEAB applicants.

Budget details:

Cost element	2027
1. Accreditation business	\$431,750
2. SD-Realizing accreditation and academic assessments	\$651,385
Totals	\$1,083,135

Rationale for 2027 budget:

1. This includes the costs for accreditation visits, including travel and operational costs associated with Tandem and the web-based visitor training module. Also included are costs associated with ongoing relationship management with educators, Engineering Deans Canada (EDC), and the Canadian Engineering Education Association (CEEAA), and the cost to produce the Accountability in Accreditation annual report. Travel costs account for 49% of this cost element.
2. This project will continue work set out in the FEA Path Forward Report in 2024. Specific work will be done on the Full Spectrum Competency Profile (FSCP) Pilot Study, specific AUs and meaningful exposure to engineering professionals, foundations recommendations, and outcomes-focused accreditation. Costs are related to a psychometrician, consulting fees, travel, interest holder collaboration planning/management/implementation, and a resource to support an environmental scan/writing. There are also two FTEs to support this project.

Considerations for the Board:

- The CEAB's total 2027 operating budget is \$608,400 versus \$537,822 in 2026. This is the total of cost element 1 above, including an increase in accreditation visits in 2027, plus costs to host CEAB meetings included in the secretariat services portfolio detail analysis.

Fostering relationships among the Regulators

Portfolio: Fostering relationships between the Regulators' staff and volunteers.

Description: This portfolio contains all the work under Core Purpose 2, including supporting the Officials Groups, the CEO Group, the Presidents Group, as well as ongoing operational costs for Strengthen collaboration and harmonization.

Budget details:

Cost element	2027
1. Officials Groups	\$98,400
2. CEO Group	\$34,330
3. Strengthen collaboration and harmonization	\$200,000
Totals	\$332,730

Rationale for 2027 budget:

1. This includes the costs to host one (1) face-to-face meeting each for the National Practice Officials Group, the National Discipline & Enforcement Officials Group, and the National Admissions Officials Group.
2. This includes the costs for hosting four (4) face-to-face CEO Group meetings, as well as travel and accommodation costs for Regulators with less than 2,500 registrants (Engineers PEI, NAPEG, and Engineers Yukon) to attend the July meeting, and the airfare costs for Regulators with between 2,500 and 10,000 registrants to attend the July meeting.
3. This includes costs for advancing a new collaboration and harmonization initiative(s) or project(s), to be identified by the CEO Group in conjunction with Engineers Canada staff. This is a result of the outcome from the last Strategic Plan's Strengthen collaboration and harmonization, which stated that collaboration and harmonization projects would be operationalized. The specific collaboration project(s)/initiative(s) have not yet been determined.

Considerations for the Board:

- These meetings are a valuable service in the eyes of the Regulators and a key opportunity for Engineers Canada staff to collaborate with Regulator staff.

Providing services and tools for regulation and professional practice

Portfolio: Providing services and tools that enable assessment, facilitate national mobility, and foster excellence in engineering practice and regulation. These services are provided by both the Canadian Engineering Qualifications Board (CEQB) (through examination syllabi, guidelines, and papers) and by Engineers Canada staff.

Description: This portfolio contains all the work in Core Purpose 3, including the work plan of the CEQB, and the National Membership Database (NMDB).

Budget details:

Cost element	2027
1. CEQB work plan items (as currently proposed)	\$73,150
2. National Membership Database (NMDB)- maintenance	\$64,000
Totals	\$137,150

Rationale for the 2027 budget:

1. This includes budget for the delivery of the proposed CEQB 2027 work plan, as follows:

Begin development of a guideline on the public conduct of engineers	\$42,000
Various outreach activities	\$7,150
Various outreach activities	\$24,000
TOTAL	\$73,150

2. This is the annual hosting and maintenance cost for the national membership database (NMDB).

Considerations for the Board:

- The CEQB's total 2027 budget is \$194,062, versus \$206,062 in 2026. This is the cost to deliver on their work plan, as presented here, plus the costs to host CEQB meetings included in the secretariat services portfolio detail analysis as well as budget for CEQB's mandate review and evolution.
- The majority of work undertaken by the CEQB is multi-year and items will carry forward to 2028.
- The NMDB is a tool used by Regulators to facilitate the licensure of individuals who are already licensed by another Canadian jurisdiction. Eleven (11) Regulators access the NMDB to check the licensure status of such applicants, and eight (8) Regulators upload data about their own applicants (with one (1) other working to join this group).

Offering national programs

Portfolio: Offering national programs

Description: This portfolio contains the items from Core Purpose 4, which relate to the costs for the affinity programs.

Budget details:

Cost element	2027
1. Affinity programs	\$173,050
2. Secondary Professional Liability Insurance Program (SPLIP)	\$775,000
Totals	\$948,050

Rationale for 2027 budget:

1. This includes actuarial consulting fees, marketing and promotional materials, travel and meeting costs.
2. This is a flow-through cost (i.e., this expense is balanced by an equal amount of revenue). The Secondary Professional Liability Insurance Program (SPLIP) protects members who are in good standing. Ten (10) of the twelve (12) Regulators participate in the program; PEO and OIQ do not participate. The SPLIP ensures that the member, the public, and the reputation of the engineering profession stay protected in numerous cases involving professional services. Engineers Canada manages the SPLIP on behalf of the participating Regulators.

Considerations for the Board:

- No additional considerations.

Advocating to the federal government

Portfolio: Advocating to the federal government

Description: This portfolio contains all the items under Core Purpose 5, including ongoing work of the advocacy sub-strategy.

Budget details:

Cost element	2027
1. Legislative monitoring	\$37,450
2. External Public Affairs consultant	\$18,400
3. Public policy initiatives	\$1,000
4. Public affairs outreach	\$6,568
Totals	\$63,418

Rationale for 2027 budget:

This includes budget for all advocacy activities including ongoing activities and activities recommended in the core purpose's sub-strategy:

1. Costs include retention of a public affairs firm to ensure good monitoring of federal legislation affecting the regulation of engineering and the engineering profession.
2. For 2027, there will be no Hill Day. Funds will be reallocated to support other targeted government relations and public affairs activities.
3. Costs include travel for parliamentary meetings, event registrations, and translation services.
4. Costs are associated with travelling to participate in and represent Engineers Canada at in meetings of federal committees and consultation panels outside Ottawa where travel costs are not covered by the federal government, and the cost of attendance to conferences, events, and other public affairs engagements. This includes, for example, meetings of the Natural Resources Canada Adaptation Platform Plenary typically held in the spring and fall.

Considerations for the Board:

- Engineers Canada will prioritize ongoing program work and dedicated advocacy efforts to maintain positive relations with the federal government and ensure our continued role as a trusted advisor on engineering regulation and profession-related matters.
- Allocating sufficient resources to sustain advocacy initiatives and fostering strong relationships with federal policymakers is essential to maintain our influence in shaping policies and regulations.

Monitoring, researching, and advising on engineering and regulation

Portfolio: Research into the engineering profession and professional regulation in general.

Description: This portfolio contains all the work in Core Purpose 6, including monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.

Budget details:

Cost element	2027
1. Research – Conferences	\$4,177
Totals	\$4,177

Rationale for 2027 budget:

1. This includes travel costs for a conference and potential presentation on a related topic.

Considerations for the Board:

- None identified.

International mobility of engineering work and practitioners

Portfolio: International mobility of engineering work and practitioners.

Description: This portfolio contains the items under Core Purpose 7, including: memberships in, and attendance at, international organizations and their conferences; maintenance and development of mobility agreements at both the academic and full professional level; and maintenance and improvements to our foreign credential recognition tools (EngineerHere.ca website, International Institutions and Degrees Database (IIDD), and customer support to Regulators and the public).

Budget details:

Cost element	2027
1. International organizations (IEA)	\$107,180
2. US-based organizations (ABET, NCEES)	\$27,552
3. Foreign credential recognition tools and conference	\$41,220
4. Mobility register maintenance	\$9,000
Totals	\$184,951

Rationale for 2027 budget:

1. This includes the costs for three (3) people to attend the annual meeting of the International Engineering Alliance (IEA) in Indonesia, annual IEA membership fees, and costs related to the Washington Accord periodic review happening in 2027.
2. This includes the costs for three (3) people to attend the annual meeting of the National Council of Examiners for Engineering and Surveying (NCEES) in the US and two (2) people to attend the Accreditation Board for Engineering and Technology (ABET) conference in the US.
3. This includes the cost for one (1) individual to participate in the Association for International Credential Evaluation Professionals (TAICEP) annual conference, which supports continuous improvement of the International Institutions and Degrees Database (IIDD) through access to international credential recognition expertise, leading practices, and emerging trends. It also includes costs to host and maintain the IIDD, maintain the EngineerHere.ca website, and implement Regulator-requested updates.
4. This represents the annual operating costs for the mobility register. Maintaining a register is a condition of membership in the IEA's International Professional Engineers' and APEC Engineers' agreements (IPEA and APEC-EA).

Considerations for the Board:

- None identified.

Promoting recognition of the value of engineering and sparking interest in the next generation

Portfolio: Promotion and outreach

Description: This portfolio contains all the work under the Strategic Direction (SD), Realizing a fuller awareness of engineers and Core Purpose 8, to foster recognition of the profession (promotion) and to spark interest in the next generation of engineers (outreach). The portfolio includes: implementation of a new sub-strategy for the portfolio; ongoing work; and operation of the awards, scholarships, and fellowships programs.

Budget details:

Cost element	2027
1. Promotion and outreach	\$134,000
2. Awards, scholarships, and fellowships	\$214,625
3. SD-Realizing a fuller awareness of engineers	\$265,625
Totals	\$614,250

Rationale for 2027 budget:

1. Funding supports national collaboration and engagement initiatives that strengthen the future engineering talent pipeline and promote an inclusive profession. This includes the Forward Engineering Collective, partnerships with post-secondary student organizations through agreements with CFES and EngiQueers Canada, and coordination of national outreach initiatives such as National Engineering Month, regulator outreach communities of practice, and programming for engineering graduates and EITs/MITs.
2. This includes operation of the awards program, the scholarship program, and the fellowship program. The majority of the awards and scholarship expenditures are offset by contributions through sponsorship of the spring meetings.
3. We will field a national marketing campaign in collaboration with the regulators. The overall strategy is being refined throughout 2026. At the time of writing, the campaign is likely to focus on supporting purchasers of engineering services to recognize the risks associated with the fraudulent use of engineering stamps and seals and to take action to protect themselves from being the target of unlicensed engineering practice. To advance Engineers Canada's priority of supporting licensure and workforce sustainability, funding will be used to expand the Pathway to Engineering program through targeted outreach, resources, and engagement activities for engineering graduates, regulators, and employers. Funds will also support the PPE Exams pilot project to reduce barriers to licensure and advance regulatory learning, as well as initiatives that promote greater alignment across regulators in mentorship, outreach, and pathways to registration.

Considerations for the Board:

- None identified.

Promoting diversity and inclusion in the profession

Portfolio: Diversity and inclusion

Description: This portfolio contains all the work under the Strategic Direction (SD), Realizing an inclusive profession; Core Purpose 9, to promote diversity and inclusivity in the profession; and ongoing work and the implementation of 2022-2024 strategic priority 2.1, Accelerate 30 by 30.

Budget details:

Cost element	2027
1. SD-Realizing an inclusive profession	\$100,831
2. Ongoing equity, diversity and inclusion (EDI) work	\$84,000
Totals	\$184,831

Rationale for 2027 budget:

1. Funding is focused on strategic implementation of the Welcoming and Inclusive Profession Strategy. Investments will support regulator engagement and alignment on recruitment, retention, employer participation, Truth and Reconciliation, and community capacity-building initiatives. The previous conference-focused approach has been transitioned to a targeted engagement model designed to maximize impact, sustainability, and system-wide collaboration.
2. This budget includes ongoing EDI work under Core Purpose 9, including:
 - o engaging and supporting the Indigenous Advisory Committee (IAC) , and
 - o investing in research that supports our IDEA goals by identifying research gaps and strategically partnering with organizations and consultants to fill them.

Considerations for the Board:

- None identified.

Protecting official marks

Portfolio: Oversee management, registration, and enforcement of Engineers Canada’s trademarks and official marks and administer the federal incorporation process.

Description: This portfolio contains all the work in Core Purpose 10, including the management and enforcement of Engineers Canada’s official marks and trademarks and the administration of the federal incorporation process.

Budget details:

Cost element	2027
1. Trademark enforcement	\$206,500
2. Subscriptions, conferences, courses	\$9,600
Totals	\$216,100

Rationale for the 2027 budget:

1. On behalf of all twelve Regulators, Engineers Canada actively opposes misuse of the title ‘engineer’ and its trademarks in Canada. It is difficult to predict the exact number of potential trademark oppositions in 2027; however, it is noted that the number of active oppositions has been steadily growing in the past three years. The budget of \$206,500 is based on prior years and estimated external law firm fees and government filing fees. In the event of court proceedings, evidence, arguments, and hearings attract larger fees. As of summer 2026, there are about 61 active proceedings. There were two opposition hearings at the Trademark Opposition Board from June 2025 to June 2026; one was successful and the other was not. The latter has been appealed to the Federal Court.
2. This includes the costs to maintain subscriptions to online legal research databases for one (1) user, and conference/course costs.

Considerations for the Board:

- None identified.

Secretariat services

Portfolio: Secretariat services

Description: This portfolio contains all Board responsibilities, and the expenses related to supporting the Board, its committees, EDC, and the Strategic Directions (SD), Realizing our role in sustainability, and Realizing a stronger federation. It also includes costs associated with initiating the development of Engineers Canada's next strategic plan.

Budget details:

Cost element	2027
1. Board and committee meetings	\$590,392
2. CEAB meetings	\$120,912
3. CEQB meetings	\$176,650
4. President's travel	\$31,054
5. Engineering Deans Canada (EDC)	\$9,800
6. Strategic planning and consultation	\$35,000
7. SD-Realizing our role in sustainability	\$73,000
8. SD-Realizing a stronger federation	\$72,000
Totals	\$1,108,808

Rationale for 2027 budget:

1. This includes costs for the Board's February, April, May, October, and December meetings, the May Annual Meeting of Members (AMM), and the June Board strategic workshop. It also includes all meetings of Board committees and task forces.
2. This includes the costs for two (2) face-to-face CEAB meetings, as well as costs for two (2) face-to-face meetings of the CEAB's Policies & Procedures Committee with Engineering Deans Canada's Deans' Liaison Committee (DLC) (excluding DLC member travel expenses).
3. This includes the costs for two (2) face-to-face CEQB meetings.
4. This includes the costs for the Engineers Canada President (and their guest, if attending a Regulator annual meeting) to travel within Canada.
5. This includes costs for the CEO and the VP of Regulatory Affairs (or their designates) to attend two (2) EDC meetings and maintain a relationship with the group.
6. This includes costs associated with consultant support in the development of Engineers Canada's next strategic plan.
7. This includes costs, including the cost of an external consultant, to facilitate a workshop with Regulators and Board members focused on scoping Engineers Canada's national role in sustainability.
8. This includes costs for an external consultant to support the implementation of the Governance Review recommendations, as well as associated meetings and travel.

Considerations for the Board:

- The CEAB's total 2027 budget is \$608,400 versus \$537,822 in 2026. Costs for delivery of ongoing accreditation work items are included in the accreditation portfolio detail analysis.

- The CEQB's total 2027 budget is \$194,062 versus \$206,062 in 2026. Costs for delivery of work plan items are included in the services and tools portfolio detail analysis.
- The costs for the individual Board meetings are:
 - \$ 102,450 February (winter) meeting
 - \$ 200 April (early spring) meeting (virtual meeting)
 - \$ 218,566 May (spring) meeting and AMM
 - \$ 105,300 June Board workshop (NB location)
 - \$ 102,650 October (fall) meeting
 - \$ 5,650 December (late fall) meeting (virtual meeting)

Corporate services: other

Portfolio: Corporate services

Description: This portfolio contains work included under Engineers Canada's Internal Enablers, including miscellaneous corporate services such as salaries, information technology, communications, internal legal services, facilities, corporate memberships, discretionary executive budgets, and CEO travel.

Budget details:

Cost element	2027
1. Administration and finance	\$481,248
2. Executive expenses including corporate memberships and CEO travel	\$103,339
3. Communications	\$83,223
4. Facilities and office expenses	\$528,020
5. Human resources	\$7,109,732
6. Information technology	\$165,144
7. Organizational excellence	\$25,040
Totals	\$8,495,746

Rationale for the 2027 budget:

1. This includes expenses such as corporate insurances, audit fees, investment advisor fees, bank service fees, the accounting software subscription, and amortization of \$156,985.
2. This includes expenses related to general and miscellaneous travel expenses for the CEO (i.e. travel not related to a specific meeting, such as a CEO Group meeting or a Board meeting), Executive Team consulting and miscellaneous expenses, and corporate memberships (e.g. Excellence Canada, World Federation of Engineering Organizations, Chamber of Commerce, Canadian Network of Agencies for Regulation, etc.).
3. This includes corporate communications strategy, corporate communications services, development, maintenance, and hosting of public websites, and periodicals such as Engineering Matters.
4. This includes rent of \$456,400, spending on office services and supplies, telephone costs, and facilities repairs and maintenance.
5. This includes all salaries and benefits costs, as well as human resources-related costs such as recruitment, parental leave top-ups, staff training, consultant fees, and staff memberships.
6. This includes licence subscription fees for Office 365 and Amazon Web Services (cloud-based data storage), Security Operations Center (SOC) services, ISP costs, and non-capital expenses for monitors, keyboards, etc.
7. This includes expenses related to collaboration software, planning software (Envisio), and evolving our volunteer management program.

Considerations for the Board:

- None identified.

BRIEFING NOTE: For decision

Governance Reform Implementation: Board Size & Independent Directors		4.6
Purpose:	To seek Board approval of recommendations to the Membership on proposed amendments to the Engineers Canada Bylaws concerning Board size and the inclusion of independent directors.	
Link to the Strategic Plan/Purposes:	Strategic direction: Realizing a stronger foundation	
Link to the Corporate Risk Profile:	Decreased confidence in governance functions (Board risk)	
Motion(s) to consider:	a) <i>THAT the Board recommend that Members approve amendments to the Engineers Canada bylaws to reduce the size of the Board based on a one-Regulator, one-seat model, with the change to take effect at the May 2027 Annual Meeting of Members.</i> b) <i>THAT the Board recommend that Members approve amendments to the Engineers Canada bylaws to provide for a minimum of one and up to three Independent Directors, with the Independent Director provisions to take effect at the May 2028 Annual Meeting of Members.</i> c) <i>THAT the Board authorize any consequential, transitional, and housekeeping amendments necessary to give effect to the bylaw amendments and implementation timelines.</i>	
Vote required to pass:	2/3rds majority	
Transparency:	Open session	
Prepared by:	Light Go, General Counsel and Corporate Secretary	
Presented by:	Christian Bellini, Chair, Governance Review Task Force	

Problem/issue definition

- At the Annual Meeting of Members in May 2026, Members approved, in principle, two governance reform directions: reducing the size of the Engineers Canada Board based on a one-Regulator, one-seat model and including Independent Directors on the Board.
- Members directed that corresponding bylaw amendments be brought forward to a Special Meeting of Members for approval.
- This briefing note seeks Board approval of recommendations to the Membership regarding proposed amendments to the Engineers Canada Bylaws concerning Board size and the inclusion of Independent Directors.
- While the proposed motions focus on Board size reduction and Independent Directors, these recommendations form part of a broader governance review implementation roadmap. Other recommendations, including those related to Engineers Canada's role as a national alliance, the Regulator Forum, CEOAB, and CEQB, will continue to be developed through additional scope, consultation, environmental scanning, and implementation planning before being brought forward for decision.

Proposed action/recommendation

- It is recommended that the Board approve the proposed recommendations (See Appendix 1 for proposed redline bylaw amendments) to the Membership regarding:
 - Amendments to reduce the size of the Board based on a one-Regulator, one-seat model;
 - Amendments to provide for a minimum of one and up to three Independent Directors; and
 - Any consequential, transitional, and housekeeping amendments necessary to implement these changes.
- Subject to Board approval, the proposed motions and supporting materials will be brought forward for consideration by the Membership at the October 8, 2026 Special Meeting of Members.

Included below is information included in a Briefing Note sent to Regulators in advance of the Special Membership Meeting:

Board size reduction

- The proposed bylaw amendments would reduce the Board from 23 Member-nominated Directors to 12 Member-nominated Directors, consistent with the direction previously consulted on with the Regulators and based on a one-Regulator, one-seat model.
- The proposed implementation approach is attrition. Directors whose terms end at the May 2027 Annual Meeting of Members would not be renewed, allowing those terms to conclude naturally and beginning the transition to a smaller Board. As a result, the Board would initially be reduced from 23 Directors to 17 Directors, or 18 if the APEGA Director eligible for a one-year extension chooses to extend. (See Appendices 2 and 3).
 - o 2027: 17 Directors, or 18 if the eligible APEGA Director extends for one year. Directors terming out include two from APEGA, one from EGBC, two from PEO, and one from OIQ.
 - o 2028: 15 Directors, with two PEO Directors terming out.
 - o 2029: 12 Directors, with one APEGA Director and two OIQ Directors terming out. At that point, each Regulator would have one Director.
- This timing provides Regulator councils with advance notice of the proposed structure and allows for transition planning before the May 2027 Annual Meeting of Members.
- The Independent Director provisions would come into effect after the Board size reduction has begun, with the first Independent Director appointments contemplated for the May 2028 Annual Meeting of Members.
- This staged approach allows the Board to transition toward the one-Regulator, one-seat model before assessing competency needs and recruiting Independent Directors.
- The Board considered other options and determined that this approach best aligns with efficiency and the consultations undertaken with the Regulators.
- A phased implementation approach also supports governance continuity by allowing Directors to complete their elected terms, preserving institutional knowledge during the transition period, and providing Regulators with sufficient time to adapt to the future governance model. This approach

minimizes disruption while allowing the reform objectives approved in principle by Members to be achieved in an orderly manner.

Independent Directors

- The proposed bylaw amendments would authorize the Board to include a minimum of one and up to three Independent Directors. This range preserves flexibility and allows the Board to address evolving competency needs without requiring further bylaw amendments each time a vacancy or need arises.
- Independent Director recruitment would be competency-based. Independent Directors would be selected to help fill identified gaps in the Board competency profile and complement the perspectives brought by Regulator-nominated Directors.
- Independent Director selection would be separate from the Regulator nomination process, maintaining the integrity of Regulator nominations while providing an independent pathway for competency-based appointments.
- The bylaw language should remain broad and enabling. Detailed recruitment steps, assessment tools, and competency criteria would be addressed through Board-approved processes rather than embedded in the bylaws.
- Professional engineers would not be disqualified from serving as Independent Directors. The determining factor would be whether the candidate is independent from the Regulator nomination process and meets the competency needs identified by the Board.
- The HR Committee, or its designate, would lead or oversee the Independent Director recruitment and nomination process, using the Board competency profile to identify and recommend candidates.
- Independent Directors would be full Directors of Engineers Canada, with the same fiduciary duties, rights, and responsibilities as other Directors and no constraints on their participation as Directors.
- Independent Directors would serve up to two three-year terms, consistent with the term structure for Directors.

Implementation plan

- October 2026 Special Meeting of Members: bring forward the motions and redline bylaw amendments for Member approval.
- May 2027 Annual Meeting of Members: begin Board size reduction through attrition, with Directors whose terms end at that meeting not renewed and the Board initially reduced to 17 Directors, or 18 if the eligible APEGA Director extends for one year.
- 2027–2029: continue the transition to the one-Regulator, one-seat model as additional Directors term out, reaching 12 Directors by 2029.
- 2027–2028: use the Board competency profile to identify gaps and prepare the Independent Director recruitment process, led by the HR Committee or its designate.
- May 2028 Annual Meeting of Members: bring the Independent Director provisions into effect and proceed with Independent Director appointments, as required, within the approved range of one to three.

- Appendices 4 and 5 situate these proposed bylaw amendments within the broader Governance Review implementation programme. Appendix 4 provides the detailed implementation plan, including recommendation-level sequencing, timing, considerations, dependencies, and related governance initiatives. Appendix 5 provides the visual roadmap, showing the indicative phases and workstreams through 2030 and beyond. Together, they distinguish the immediate decisions before Members from the broader implementation work that will continue through future analysis, consultation, and decision-making.

Plans for Other Governance Review Recommendations

- The proposed bylaw amendments focus on the governance reform recommendations that are ready to move forward for Member approval: Board size reduction and Independent Directors.
- The remaining Governance Review recommendations, including those related to Engineers Canada as a national alliance, the Regulator Forum, CEAB, and CEQB, have not been set aside. Further work will be developed to address these recommendations in a coordinated way.
- Additional analysis and consultation with Regulators will be required before any specific changes are brought forward. This work may include further consideration of the national alliance concept, the future role and operation of the Regulator Forum, CEAB oversight and sustainability, and CEQB priorities and national value.
- The intent of identifying these items in this briefing note is to confirm that the remaining recommendations remain part of the Governance Review workplan, while recognizing that more work and consultation are needed before they can proceed.

Risks

- Delaying implementation of governance reforms previously approved in principle by Members may create uncertainty regarding the future composition of the Board and the timing of transition planning for Regulators.

Financial implications

- There are no direct financial implications associated with the proposed bylaw amendments at this time.

Consultation

- The proposed bylaw amendments reflect the governance reform direction approved in principle by Members at the May 2026 Annual Meeting of Members.
- The implementation approach has been informed by previous consultation undertaken with the Regulators during the governance review process
- The proposed amendments and an associated briefing note were distributed to Regulators ahead of individual regulator council meetings.

Next steps

- Present the proposed bylaw amendments to the Membership for consideration and approval.
- If approved by the Membership
 - Implement Board size reduction through attrition beginning at the May 2027 Annual Meeting of Members;

- o Undertake Independent Director recruitment planning and competency assessment activities during the 2027-2028 governance cycle; and
- o Bring the Independent Director provisions (to be reviewed by the HR and Governance Committees at their November meetings and presented to the board in February 2027) into effect at the May 2028 Annual Meeting of Members.

Appendix

- Appendix 1: Proposed redline bylaw amendments to implement Board size reduction and Independent Directors
- Appendix 2: Current Engineers Canada Board terms
- Appendix 3: Engineers Canada Board term status by year, 2027-2029
- Appendix 4: Governance Review Implementation
- Appendix 5: Governance Review Implementation Roadmap

ENGINEERS CANADA BYLAW

A Bylaw relating generally to the business and affairs of ENGINEERS CANADA

BE IT ENACTED as a Bylaw of Engineers Canada as follows:

1 INTERPRETATION

1.1 Definitions

All terms contained herein and which are defined in the Act or the Regulations shall have the meanings given to such terms in the Act or Regulations.

"Act" means the *Canada Not-For-Profit Corporations Act*, S.C. 2009, c.23, including Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time.

"Advisor" means a person appointed by Board policy to make recommendations and/or provide key information to the Board.

"Board" means the Board of Engineers Canada comprised of Directors and Advisors.

"Board members" means the Directors and Advisors elected or appointed in accordance with this Bylaw.

"Chief Executive Officers Group" means the group comprised of the chief staff officer of each of the Members.

"Independent Director" means a Director who is not nominated by a Member and who is elected having regard to the skills, experience, perspectives, diversity, and competencies required by the Board.

Commented [LG1]: Clarifies the new category of Director and distinguishes Independent Directors from Directors nominated by Members.

"Major Capital Project" means a capital project with a value of more than 10% of the annual operating budget.

"Member" means a Member as further defined in Article 2.

"Per Capita Assessment" means the annual amount to be paid by each Member as determined by its number of Registrants, as further defined in Article 7.

"Registrant" means an individual registered with a Member at December 31, with the exception of applicants, students, and those registered solely as a geoscientist or geoscientist in training.

"Secretary" is an office held by the Chief Executive Officer of Engineers Canada or such other person appointed by the Board.

"Special National Initiative" means any project or program which would require a special assessment of Members or an increase in Per Capita Assessment and any major capital project.

"Standards" means accreditation criteria.

"Strategic Plan" means the plan to achieve Engineers Canada's envisioned future.

"2/3-60% Majority" means a resolution passed by a minimum of two-thirds of the Members voting, who represent a minimum of sixty percent of represented Registrants.

1.2 Interpretation

In the interpretation of this Bylaw, words in the singular include the plural and *vice-versa*, words in one gender include both genders.

ENGINEERS CANADA BYLAW

1.3 Language

Equal recognition shall be given to Canada's two official languages in the operation of Engineers Canada. In the event of any inconsistency between the English language text of a Bylaw or other document and the French language text of such Bylaw or other document, the English language text shall govern.

2 MEMBERSHIP

2.1 Membership

Each of the following shall be a Member until such time as its status as a Member is withdrawn or terminated as provided herein, namely:

- (a) The Association of Professional Engineers and Geoscientists of Alberta (APEGA);
- (b) The Association of Professional Engineers and Geoscientists of New Brunswick (APEGNB);
- (c) Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS);
- (d) The Association of Professional Engineers and Geoscientists of the Province of Manitoba (Engineers Geoscientists Manitoba);
- (e) The Association of Professional Engineers of the Province of Nova Scotia (Engineers Nova Scotia);
- (f) The Association of Professional Engineers of Ontario (PEO)
- (g) Association of Professional Engineers of Yukon (Engineers Yukon);
- (h) The Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists (NAPEG);
- (i) Ordre des ingénieurs du Québec (OIQ);
- (j) The Association of Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL);
- (k) The Association of Professional Engineers and Geoscientists of the Province of British Columbia (Engineers and Geoscientists British Columbia);
- (l) The Association of Professional Engineers of the Province of Prince Edward Island (Engineers PEI); and
- (m) Other provincial or territorial entities established for the purpose of regulating the practice of engineering in any province or territory of Canada as may be approved by a 2/3-60% majority resolution of the Members.

Commented [LG2]: The member names have been updated to reflect the names prescribed in the applicable provincial and territorial legislation.

2.2 Resignation of Membership

A Member may resign from membership by notice in writing to the Secretary not less than twelve (12) months prior to the next following Annual Meeting of Members.

2.3 Termination of Membership

- (1) Membership may be terminated if, at a special meeting of the Members called for such purpose, a resolution is passed terminating such membership, provided that the Member shall be granted the opportunity to be heard at such meeting.
- (2) Notwithstanding a resignation or termination of membership, a Member shall remain liable for payment of outstanding and due Per Capita Assessment up to and including the effective date of the resignation or termination.

3 MEETINGS OF THE MEMBERS

ENGINEERS CANADA BYLAW

3.1 Notice of Meeting of Members

- (1) Notice of the time and place of a Meeting of Members shall be given to each Member entitled to vote at the meeting and to each Director and the public accountant, if applicable, by telephonic, electronic, or other communication facility during a period of 21 to 35 days before the day on which the meeting is to be held. If a Member requests that the notice be given by non-electronic means, the notice will be sent by mail, courier, or personal delivery.
- (2) A special resolution of the Members is required to make any amendment to this Bylaw to change the manner of giving notice to Members entitled to vote at a Meeting of Members.

3.2 General and Special Meetings

Other meetings of the Members, whether special or general, may be convened at any time and place by order of the President or the President Elect or by the Board or on request by any Member.

3.3 Error or Omission in Notice

The non-receipt of any notice by any Member or Members shall not invalidate any resolution passed or any proceedings taken at any meeting of Members.

3.4 Votes to Govern at Members' Meetings

Each Member present at a meeting shall have the right to exercise one vote. This vote shall be exercised by the current Chair/President of a Member.

- (1) A Member may, by means of a written proxy, appoint a proxy holder to attend and act at a specific meeting of Members, in the manner and to the extent authorized by the proxy.
- (2) All questions arising at a meeting of the Members shall require a resolution passed by at least a 2/3-60% Majority.
- (3) The Chair of any meeting of Members shall not have the right to vote thereat and, in case of an equality of votes the Chair of the meeting shall have no casting vote and such motion before the Members shall be deemed to be defeated.

3.5 Quorum

- (1) A quorum at any meeting of the Members shall be at least two-thirds of the total number of Members, representing at least sixty percent of the total number of Registrants.
- (2) If a quorum is present at the opening of any meeting of Members, the Members present may proceed with the business of the meeting even if a quorum is not present throughout the meeting.

3.6 Electronic Voting

Meetings of Members may be held entirely by means of a telephonic, electronic or other communication facility.

3.7 Chair

Meetings of the Members shall be chaired by the President of Engineers Canada or a person chosen by the Members.

4 DIRECTORS AND ADVISORS

4.1 Nomination of Directors

- (1) Each Member shall deliver ~~a list of nominees, who are engineers in good standing, to the Secretary for consideration at the Annual Meeting of Members, a list of nominees who are engineers in good standing and should make reasonable efforts, where practicable, to put forward more than one nominee. Where a Member submits more than one nominee, the Engineers Canada Human Resources Committee or its delegate shall determine which nominee of such Member is recommended to the Members for election, having regard to~~

Commented [LG3]: This wording encourages Members to identify more than one qualified nominee where possible, while recognizing that some Members may face practical limitations in doing so. The use of "reasonable efforts" and "where practicable" creates an expectation of good-faith effort without making multiple nominations mandatory.

ENGINEERS CANADA BYLAW

the skills, experience, perspectives, diversity, and competencies required by the Board from time to time, as set out in the Board's competency profile.

- ~~(1)(2)~~ Candidates for Independent Directors shall be recommended to the Members by the Engineers Canada Human Resources Committee or its delegate, having regard to the Board's competency profile. Notwithstanding the above section 4.1 (1), Independent Directors are not required to be engineers in good standing.

Commented [LG4]: Adds a process for identifying Independent Director candidates by providing that they are recommended to the Members by the Engineers Canada Human Resources Committee or its delegate.

- ~~(2)(3)~~ Only individuals nominated in accordance with this nominations policy are eligible to be a Director.

4.2 Composition and Election of Directors

- (a) The number of Directors shall not exceed ~~fifteen~~twenty-three (23~~15~~).

(b) The Board shall consist of:

(i) Twelve (12) Directors, with one (1) Director being elected from the list of nominees put forward by each Member; and

(ii) Not fewer than one (1) and not more than three (3) Independent Directors elected by the Members.

~~(b) Directors shall be elected on the basis of nominations received as follows:~~

~~(c) Four (4) from the Association of Professional Engineers and Geoscientists of Alberta (APEGA);~~

~~(d) One (1) from the Association of Professional Engineers and Geoscientists of New Brunswick (APEGNB);~~

~~(e) One (1) from the Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS);~~

~~(f) One (1) from the Association of Professional Engineers and Geoscientists of the Province of Manitoba (Engineers Geoscientists Manitoba);~~

~~(g) One (1) from the Association of Professional Engineers of Nova Scotia (Engineers Nova Scotia);~~

~~(h) Five (5) from the Association of Professional Engineers of Ontario (PEO);~~

~~(i) One (1) from the Association of Professional Engineers of Yukon (Engineers Yukon);~~

~~(j) One (1) from the Northwest Territories Association of Professional Engineers and Geoscientists (NAPEG);~~

~~(k) Four (4) from l'Ordre des ingénieurs du Québec (OIQ);~~

~~(l) One (1) from the Association of Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL);~~

~~(m) Two (2) from the Association of Professional Engineers and Geoscientists of British Columbia (Engineers and Geoscientists British Columbia);~~

~~(n) One (1) from the Association of Professional Engineers of the Province of Prince Edward Island (Engineers PEI).~~

4.3 Advisors

- (1) The Board may establish policy to appoint persons as Advisors.
- (2) Advisors shall, upon invitation by the Board, be entitled to attend and participate in discussions at meetings of the Board, in whole or in part (as determined by the Board), but shall not have the right to vote thereat.
- (3) Advisors may perform such other duties as shall from time to time be requested by the Board.

4.4 Remuneration and Expenses

- (1) Board members shall serve without remuneration.
- (2) Board members shall not receive any financial gain by virtue of serving as a Board member.

ENGINEERS CANADA BYLAW

- (3) Board members may be reimbursed for reasonable expenses incurred in the performance of duties.

4.5 Filling Vacancies

A vacancy occurring in the Board shall be filled by the Members from a list of nominees from the Member that nominated the Director who has left the Board and the Director appointed to fill the vacancy shall hold office for the remainder of the term of the Director who left the Board.

4.6 Term Limits

- (1) Directors shall be elected to the Board for a term of three (3) years.
- (2) No Director may be elected to the Board for more than two (2) terms, or a lifetime maximum of six (6) years.
- (3) The foregoing term limits shall not apply to a Director who is elected or confirmed, as applicable, to hold office as President-Elect, President, or Past President prior to the expiration of their second term, in which case they may continue on the Board until they have finished serving as Past President.
- (4) The Members shall have the authority to extend a Director's term beyond those described above, in extenuating circumstances, in order to ensure effective governance.

5 MEETINGS OF THE BOARD

5.1 Number of meetings

The Board shall hold at least one meeting per fiscal year and as many additional meetings as are deemed necessary, for the purpose of transacting the business of Engineers Canada.

5.2 Notice

The President, the President-Elect, or any five (5) Directors may at any time convene a meeting of the Board.

5.3 Open meetings

- (1) Except as provided for in this section, all meetings shall be open to the Members, Advisors, and invited observers.
- (2) A meeting or part of a meeting may be closed to the Members, Advisors, or invited observers by the Chair of the meeting at his or her discretion if the subject matter being considered concerns:
 - (a) the security of Engineers Canada;
 - (b) personal matters about an identifiable individual;
 - (c) the proposed or pending acquisition of assets by Engineers Canada;
 - (d) litigation or potential litigation;
 - (e) the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and
 - (f) any other matter which the Board determines.

5.4 Quorum

- (1) At any meeting of the Board, a majority of the total number of Directors shall constitute a quorum. Provided a quorum is present at the beginning of a meeting, the meeting may continue or adjourn even though Directors leaving reduce the number to less than a quorum.
- (2) Directors who have declared a conflict of interest on a particular question shall be counted in determining a quorum. Notwithstanding any vacancy among the Directors, a quorum of

ENGINEERS CANADA BYLAW

the Board may exercise all the powers of the Board.

5.5 Voting

- (1) Each Director shall have one vote at meetings of the Board.
- (2) Any question arising at a meeting of the Board shall be decided in accordance with *Robert's Rules of Order*, unless otherwise provided in this Bylaw.

5.6 Absentee Directors

If a Director is absent from a meeting of the Board, the Member that nominated that Director may send an observer. Such observer may participate in discussions.

5.7 Approvals Requiring Two-thirds Majority

A Board resolution passed by a majority of not less than two-thirds of the votes cast on that resolution is required to make a decision in respect of the following matters:

- (a) Board Recommendations required in section 5.8;
- (b) Approval of the Budget or any amendments thereto;
- (c) Adoption, amendment, or repeal of any Board policies or procedures;
- (d) Adoption, amendment, or repeal of Standards; and
- (e) Board decisions in respect of any litigious or potentially litigious matters that may endanger the organization's public image, credibility, or its ability to fulfill the purposes.

5.8 Board Recommendations

The Board shall submit recommendations to the Members on the following matters, by a vote passed by a majority of not less than two-thirds of the votes cast, provided that no decision in respect thereof shall have any force or effect until approved by the Members in accordance with section 3.4 of this Bylaw:

- (a) Approval of the Strategic Plan;
- (b) The amount of the Per Capita Assessment;
- (c) Approval of Special National Initiatives; and
- (d) Amendment or repeal of the Articles of Continuance (which includes changes to Engineers Canada's name and purposes) or Bylaw.

5.9 Minutes of Meetings

The minutes of all meetings of the Board shall be sent to all Board members and to all Members.

6 OFFICERS

6.1 The officers shall be the President, the President-Elect, the Past President, the Chief Executive Officer, the Secretary and such other officers as the Board may from time to time by resolution determine.

6.2 Any officer may be removed at any time by a two-thirds majority resolution of the Board.

7 PER CAPITA ASSESSMENT

7.1 Prior to January 31st of each year, each Member shall report the number of Registrants in its association.

7.2 No later than January 1st of each year, the Board shall recommend to the Members the amount of the Per Capita Assessment that will be in effect on the second following January 1st. The Members will consider the recommendation and finalize the amount of the Per Capita

ENGINEERS CANADA BYLAW

Assessment no later than July 1st of each year with the decision by the Members to take effect on the second following January 1st (18 months notice).

- 7.3 Each Member shall pay to Engineers Canada the Member-approved Per Capita Assessment per Registrant within two months of receipt of invoice for same or pursuant to payment schedule reflective of the Member's registrant payment schedule.
- 7.4 In the event that the Members are unable to finalize the amount of the Per Capita Assessment by July 1st, the Per Capita Assessment last determined by the Members shall remain in effect.

8 AUDITOR

- 8.1 The Members shall appoint a chartered professional accountant (CPA) licensed to practise public accounting in Ontario as auditor of Engineers Canada annually.
- 8.2 The auditor shall audit the accounts of Engineers Canada after the close of the fiscal year and make a report thereon, and on the financial statements of Engineers Canada, to the Members at the Annual Meeting of Members.

9 FISCAL YEAR

- 9.1 The financial year of Engineers Canada shall be the calendar year.

10 RULES OF ORDER

- 10.1 In all cases for which no specific provision is prescribed by law or made in the Bylaw, the rules and practice of the latest edition of *Robert's Rules of Order* shall govern as far as applicable, provided that no action shall be invalid by reason only of a failure to adhere to such rules.

11 AMENDMENT OF BYLAW

- 11.1 A proposal for the amendment or repeal of the Bylaw may be put forward by a Member.

ENGINEERS CANADA BOARD – TERM STATUS 2027

Highlighted names indicate Directors with terms ending in 2027, following the annual meeting of Members.

Regulator	Name	Term End/Lifetime Max	Term
APEGA	Lisa Doig	Lifetime Max	2017-2020 2024-2027
	Anjum Mullick		2024-2026 2026-2029
	Jay Nagendran		2026-2029
	John Van der Put	2027- Term end	2022-2025 2024-2025 (President-Elect) 2025-2026 (President) 2026-2027 (Past President)
Engineers & Geoscientists BC	Ann English	Lifetime Max	2021-2024 2024-2027
	Mark Adams		2026-2029
Engineers Geoscientists MB	Jitendra Paliwal	2027- Term end	2024-2027
APEGNB	Marlo Rose		2022-2025 2025-2028 2026-2027 (President-Elect) 2027-2028 (President) 2028-2029 (Past President)
PEGNL	Darlene Spracklin-Reid		2021-2024 2024-2025 2025-2026 (President-Elect) 2026-2027 (President) 2027-2028 (Past President)
NAPEG	Paul Guy		2026-2029
Engineers Nova Scotia	Denise Pothier		2025-2028
PEO	Arjan Arenja	Lifetime Max	2021-2024 2024-2027
	Lorne Cutler		2026-2029
	Nick Colucci		2025-2028
	Christopher Chahine		2025-2028
	Marisa Sterling	Lifetime Max	2021-2024 2024-2027
Engineers PEI	Elliott Coles	2027- Term end	2024-2027
OIQ	M. Jean-Luc Martel	2027- Term end	2024-2027
	Sophie Larivière-Mantha		2023-2026 2026-2029
	Menelika Bekolo Mekomba		2023-2026 2026-2029
	Normand Chevalier		2026-2029
APEGS	Andrew Lockwood	2027- Term end	2024-2027
Engineers Yukon	Christopher Dixon	2027- Term end	2024-2027

Note: Director terms on the Engineers Canada Board start the day after the Annual Meeting of Members.

Appendix 3
ENGINEERS CANADA BOARD – TERM STATUS 2027-2029

Reduction of Board Size Through Attrition: Composition of Member-Nominated Directors, 2027–2029

Regulator	2027	2028	2029
APEGA	N/A	N/A	N/A
	Anjum Mullick	Anjum Mullick	N/A
	Jay Nagendran	Jay Nagendran	Jay Nagendran (extension), or New Director
	(John Van der Put)	N/A	N/A
Engineers & Geoscientists BC	N/A	N/A	N/A
	Mark Adams	Mark Adams	Mark Adams (extension), or New Director
Engineers Geoscientists MB	Jitendra Paliwal (extension), or New Director	Jitendra Paliwal (extension), or New Director	Jitendra Paliwal (extension), or New Director
APEGNB	Marlo Rose	Marlo Rose	Marlo Rose
PEGNL	Darlene Spracklin-Reid	Darlene Spracklin-Reid	New Director
NAPEG	Paul Guy	Paul Guy	Paul Guy
Engineers Nova Scotia	Denise Pothier	Denise Pothier (extension), or New Director	Denise Pothier (extension), or New Director
PEO	Lorne Cutler	Lorne Cutler	Lorne Cutler
	Nick Colucci	N/A	N/A
	Christopher Chahine	N/A	N/A
	N/A	N/A	N/A
	N/A	N/A	N/A
Engineers PEI	Elliott Coles (extension), or New Director	Elliott Cole (extension), or New Director	Elliott Cole (extension), or New Director
OIQ	N/A	N/A	N/A
	Sophie Larivière-Mantha	Sophie Larivière-Mantha	N/A
	Menelika Bekolo Mekomba	Menelika Bekolo Mekomba	N/A
	Normand Chevalier	Normand Chevalier	Normand Chevalier (extension), or New Director
APEGS	Andrew Lockwood (extension), or New Director	Andrew Lockwood (extension), or New Director	Andrew Lockwood (extension), or New Director
Engineers Yukon	Christopher Dixon (extension), or New Director	Christopher Dixon (extension), or New Director	Christopher Dixon (extension), or New Director
Number of Member-nominated Directors	17 or 18	15	12

Note: Director terms on the Engineers Canada Board start the day after the Annual Meeting of Members.

Governance Review Implementation Programme – Plan

Captured below are the recommendations supporting major areas of change for Engineers Canada’s governance system proposed in the [Governance Review and Consultation Final Report](#) (“Final Report”), dated April 1, 2026. The table’s years and timeframes have been refined and will continue to evolve as planning advances and decisions are made.

The Considerations column provides current planning context for each recommendation, including implementation notes, decision points, sequencing assumptions, resource implications, and alignment with existing governance processes. The term “National alliance” has been shown in **red font** to highlight its influence across recommendations.

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
Strategic Alignment and Oversight						
Obtain Member approval to re-affirm or formally adopt National Alliance as Engineers Canada’s primary purpose, and promote it as the driving force behind all future governance changes. *Member approval required if codified in bylaws or articles	01a	Re-affirm or formally adopt National Alliance (as defined) as Engineers Canada’s primary purpose, which will verify all parties have a common understanding.	0	October 2026	December 2026	- A recommended definition of National Alliance is being brought forward to the Board and Members as part of the October 2026 decision path. - The definition is intended to establish a shared understanding of Engineers Canada’s primary purpose and provide the foundation for related governance, strategy, and implementation decisions. - If the definition is to be embedded in the Bylaws or Articles, legal advice should confirm whether Member approval is required and whether the change constitutes a fundamental change under the CNCA.
	01b	Task Engineers Canada management to further develop a national strategic framework, identify and prioritize common Member needs, to be actioned or coordinated by Engineers Canada, and align common	0–1	October 2026	April 2027	

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
		provincial/territorial regulatory priorities under a unified national vision.				
	01c	Refresh the strategic plan to better focus, align and rationalize Engineers Canada’s programs and services as a national alliance .	1	January 2027	April 2027	
	01d	Develop alternative methods for addressing smaller or one-off Member needs (e.g. cost-sharing, other funding mechanism).	1	April 2027	July 2027	
	01e	Implement dashboards to facilitate performance measurement: Track progress on Engineers Canada’s strategic goals as a national alliance , regulatory harmonization, for board monitoring.	0–1	October 2026	October 2027	Connects with recommendations to elevate management’s reporting.
Board Charter or Mandate						
Adopt a board mandate or governance charter that defines the board’s strategic role in governing a National Alliance	02a	Formally adopt the recommended governance principles.	0	October 2026	December 2026	The Board to continue to consider key governance principles to guide Engineers Canada’s governance renewal, including the need for a clear vision and strategy, transparency and accountability to Members, effective and efficient stewardship of resources, appropriate board oversight that focuses on the “what” and “why” while leaving implementation to management, and director independence, including clarity for directors serving in dual roles.

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
	02b	Develop a decision rights matrix in consultation with Members, prioritizing issues with national impact, to define the roles, responsibilities and decision-making authorities of the Board, the regulators, and Engineers Canada management.	1	January 2027	April 2027	Our current consultation processes would make it difficult to prepare this matrix in the proposed timeframe.
	02c	Re-define board-level responsibilities to include: Strategic planning and national policy alignment, Oversight of risk, compliance, and performance, Member engagement and accountability, Engagement in national conversations and dialogues, Other matters as appropriate or desired	1	January 2027	April 2027	Refer to the Governance Committee, pending agreement to adopt the National Alliance purpose statement.
	02d	Review and refine all board policies, including director onboarding and orientation materials to focus the Board’s oversight on the outcomes of the National Alliance , and evolving director role.	1	April 2027	October 2027	- A consultant may be required to review all Board policies captured in the 129-page Policy manual. - Consider in tandem which policies should be part of a revised manual, i.e. Board charter, and which should be hived off and exist as an organizational policy overseen by the Board. - The Governance Committee would oversee this work as part of its 2026-2027 work plan.
Strategy and Risk Focus of the Board						

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
Improve the board’s focus on strategy, risk, and value to Members, through effective agenda-setting.	03a	Establish what topics need to be considered by the board annually, quarterly and at each meeting to effectively oversee Engineers Canada’s effectiveness as a national alliance , and refine the annual workplan for board and committees: - Implement a proportional focus on Member value, strategic and risk-related topics at each board meeting (e.g. % of meeting time), in order to enable greater focus on governance-level issues. - Order agenda items so strategic topics are addressed at the start of the meeting, to ensure director focus and energy for the most important subjects. - Reduce the number of, and time allocated to, routine committee and other ‘report-outs’ during board meetings if there is minimal strategic value to the discussion.	1	January 2027	April 2027	- Revise existing Board calendar. - Board agenda’s may be revised as early as October 2026 with iterative improvements advised by the 3Ps.
	03b	Ensure the board’s meaningful engagement in establishing annual priorities, and providing risk oversight, for example, by using time at the board’s annual retreat, to align priorities.	0–1	December 2026	February 2027	- May be Board led. - Priorities would be informed by the national alliance purpose that inform the strategic plan. Start after refresh of strategic plan (recommendation #01c).
	03c	Measure the effectiveness of the board’s meeting time on an annual basis, against the goals of the national alliance .	1	July 2027	October 2027	
Focused Engagement of Key Interest Holders						

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
Create and lead dialogue-based opportunities for greater collective conversations with a broad range of key interest holders and experts.	04a	Design and host national forums and conferences as a key program of the National Alliance , in order to engage key interest holders in discussion on national issues, common concerns, and external changes impacting the Canadian regulatory and professional landscape (such as labour mobility, economics and trade, international matters).	1	January 2027	July 2027	
	04b	Develop campaigns to promote broad participation from Member organizations (presidents, staff), academics, and other constituents.	1	July 2027	October 2027	
	04c	Obtain Member input on what is most valued.	0–1	October 2026	January 2027	
Coordination of Member Feedback and Input						
Member feedback	05a	Establish and Host a National Regulator/Member Forum to obtain explicit Member direction on matters of national importance	0–3	October 2026	October 2029	
	05b	Withdraw the current consultation policy and associated processes.	1	April 2027	July 2027	
	05c	Replace with a simplified, targeted consultation strategy and engagement processes that obtain input from the right people, on the right topics, at the right times.	1	January 2027	March 2027	
Competency-Based Board						
Adopt a competency-based board of directors	06a	Adopt the notion of a competency-based board in principle.	0	October 2026	December 2026	Members approved in principle both the One Regulator, One Seat Board model and the

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
						inclusion of Independent Directors at the May 2026 Annual Meeting of Members. Proposed bylaw amendments implementing these Governance Review Implementation changes are being brought forward for Member approval at the October 2026 Special Meeting of Members. The Board competency profile will continue to inform future Independent Director recruitment and Board composition planning.
	06b	Identify new skills and competencies that further support Engineers Canada’s strategic goals as a national alliance (e.g. corporate governance, legal, ethics, international experience, trade/economics, public policy, professional regulation).	1	January 2027	April 2027	
	06c	Assess the board’s current skills profile, in alignment with its needs to oversee a National Alliance , and identify any gaps that may arise as current directors complete their terms.	1	January 2027	April 2027	
	06d	Enhance the existing competency profile, process and nominations communications materials.	1	April 2027	July 2027	
	06e	Engage Members in periodic information sessions or webinars about the needs of the Engineers Canada board, upcoming skills gaps, and desirable competencies.	1–3	January 2027	December 2029	

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
Introduce independent directors	07a	For clarity and transparency, our preferred approach would be that Engineers Canada by-laws are amended to allow for 2–3 independent directors (voting), including non-engineers if a regulator chooses. - We believe that there is sufficient appetite to introduce this item as a by-law change. However, if the board prefers, an alternative route could be to recruit and engage external participants as “Advisors” which are permitted under the current by-laws. - If this route is preferred, we recommend that they are invited to remain and be full participants with the board during in camera sessions. That is, that they act and are treated as full directors whether or not they have a vote.	0	October 2026	December 2026	- Members approved the inclusion of Independent Directors in principle at the May 2026 Annual Meeting of Members. - Proposed bylaw amendments authorizing a minimum of one and up to three Independent Directors are being brought forward for Member approval at the October 2026 Special Meeting of Members. - Independent Director provisions would take effect at the May 2028 Annual Meeting of Members. - Recruitment will be competency-based and overseen by the HR Committee or its designate.
	07b	Create a board policy to document the role of an independent director, including specifying voting, in camera and committee privileges.	0–1	October 2026	January 2027	- Members approved the inclusion of Independent Directors in principle at the May 2026 Annual Meeting of Members. - Proposed bylaw amendments authorizing a minimum of one and up to three Independent Directors are being brought forward for Member approval at the October 2026 Special Meeting of Members. - Following approval of the bylaw amendments, the Governance Committee should develop a Board policy defining the role of Independent Directors, including voting rights, committee

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
						participation, and in camera session participation. - The policy should be developed in advance of the Independent Director provisions taking effect at the May 2028 Annual Meeting of Members. - Recruitment and nomination processes should align with the Board competency profile and be overseen by the HR Committee or its designate.
	07c	Recruit and select new independent directors through a transparent recruitment / nomination process led by Engineers Canada (such as a Call for Nominations).	1	April 2027	July 2027	Delay to year two.
Director Eligibility and Recruitment						
Increase pool of potential candidates to support ‘whole-board’ needs	08a	Through effective communications and engagement, encourage Members to nominate at least 2 candidates for each available director seat and/or explore alternatives (e.g. Engineers Canada could launch a national campaign encouraging Registrants to contact their provincial/territorial council for more information about serving on the Engineers Canada board).	1–3	January 2027	December 2029	Board to establish process through policy. Before doing so, consider opportunities to sync recruitment with that of Independent Directors.
	08b	Establish an Engineers Canada Nominations Committee to vet Member nominees through an independent process in which Engineers	0–1	December 2026	March 2027	Consider whether this work may be done by the HR Committee or if a separate committee is required.

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
Adopt “One Regulator, One Seat”+ to Reduce Board Size and Gain Effectiveness as a National Alliance		Canada’s whole-board competency and diversity needs are taken into consideration.				
	08c	Following a transparent recruiting process, provide a list of preferred nominees to Members for explicit approval, including the selected independent directors.	1	April 2027	October 2027	
	09a	Agreeing in principle that the Engineers Canada board will be reduced in size, in accordance with a ‘One Regulator, One Seat’ (OROS) composition. If necessary, negotiating an interim stage in which Members may retain certain additional board seats for a defined period of time, in order to support the amendment of the by-laws to reflect this future-state approach.	0	October 2026	December 2026	- Members approved the One Regulator, One Seat model in principle at the May 2026 Annual Meeting of Members. - Proposed bylaw amendments implementing Board size reduction are being brought forward for Member approval at the October 2026 Special Meeting of Members. - The proposed implementation approach is attrition, with Board size reduction commencing at the May 2027 Annual Meeting of Members and reaching one Director per Regulator by 2029.
	09b	Tasking Engineers Canada to return to the Members with an implementation plan for its board composition including: - 12 regulatory seats, composed of one director from each Member’s list of nominees, selected by Engineers Canada and recommended for nomination by each Member, to meet whole-board needs (one vote each).	0	May 2026	December 2026	- Proposed implementation approach is attrition over a three-year period. - Board size reduction would begin at the May 2027 Annual Meeting of Members and reach one Director per Regulator by 2029. - Proposed bylaw amendments and implementation timelines are being presented

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
		- A phased-in approach, in which additional Member seats would be retired upon director term completion.				for Member approval at the October 2026 Special Meeting of Members. This phased approach supports continuity, preserves institutional knowledge, and allows Regulators time to adapt to the future governance model.
Observers						
Discourage observer attendance as a general practice	10a	Discontinue practice of issuing standing invitations to non-directors (e.g. affinity partners, key interest holder representatives not directly relevant to specific agenda items).	1–2	July 2027	January 2028	Ensure that affected interest holders and event planners are informed of the timing of this switch in practice.
	10b	Invite guests / presenters for their specific agenda item only.	1–2	July 2027	January 2028	
	10c	Consider alternative methods of Member communication about matters of interest.	1–3	April 2027	October 2029	
	10d	Create opportunities for education, information sharing, and planning with interest holders that do not add complexity and cost to regular board meetings (such as conferences).	1–3	April 2027	October 2029	
	10e	Establish an in camera policy to make more appropriate use of in-camera sessions, including clearly defining which matters are appropriate to discuss during in camera sessions,	0–1	October 2026	January 2027	

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
	10f	Promote board discipline to avoid allowing in camera sessions to drift into other matters, or spending too much time in camera than is currently common.	1–2	January 2027	April 2028	
Continuity & Succession						
Increase Board president term length to 2 years.	11a	Confirm policy support to phase-in this change in alignment with future election of President (or, consideration can also be given to extending current President's term if continuity through the Governance Review Implementation period is beneficial).	0–1	October 2026	January 2027	- Refer to Governance Committee’s 2026-2027 workplan. - Numerous policy revisions would be required to enable this and the subsequent two recommendations.
	11b	Consider change in title from President to Board Chair.	0–1	October 2026	January 2027	Necessitates changes to several policies.
	11c	Consider this change without cascading impact on other Board Officer roles (PP/PE) which should not automatically have extended terms.	1	January 2027	April 2027	The Governance Committee would need to explore multiple options for Board chair recruitment and the term lengths for the PP and PE.
Increase standing committee director term lengths from 1 year to at least 2 years	12a	Phase in this change in alignment with future committee appointments.	1	April 2027	October 2027	- This approach is being undertaken informally with the renewals of 1-year terms to provide continuity on committees. - If formalized through policy, the HR Committee could recommend two-year appointments for 2027-2028.
	12b	Make any policy changes necessary to support this change.	1	April 2027	October 2027	- Refer to Governance Committee’s 2026-2027 work plan - Consult with the HR Committee to inform the Governance Committee’s recommendations to the Board.
Committee Structure						

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Major change	#	Recommendation	Planned Year(s)	Planned Start	Planned Finish	Considerations
Defer decisions on CEAB and CEQB reporting structures until a later phase.	13a	See fulsome text in the final report	3–4	January 2029	December 2030	Consider whether expertise from a consultant who has worked with bicameral models may be engaged to support the Governance Committee in its policy review.
Reverse the decision to grant voting rights to directors appointed to CEAB and CEQB.	13b	Revise the board policy related to Engineers Canada director assignments to CEAB and CEQB, to remove voting rights.	1	April 2027	July 2027	Consider whether expertise from a consultant who has worked with bicameral models may be engaged to support the Governance Committee in its policy review.
	13c	See fulsome text in the final report	1–2	January 2027	April 2028	
Effective Meetings						
Elevate management and committee reporting to the Board	14a	Develop standardized reporting formats to: - Make it easier for management to prepare effective reports, and better engage Directors. - Focus on strategic issues with longer term impact, including risk items. - Ensure CEO report is focused and sets the stage for board discussions. - Reduce pro forma standing committee reporting through better use of a consent agenda. -Support better governance-level discussion and decision-making.	1–2	January 2027	April 2028	Begin making iterative changes in for October 2026 Board materials.
	14b	Separate committee activity reporting from impact or decision-making reporting (one is for consent agenda, the other for board discussion)	1-2	January 2027	April 2028	As started in fall 2026, with the exception of the year-end report.

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme – Plan

Appendix 4 - A – Supplementary Recommendations, Programme Assumptions and Related Governance Initiatives

This supplementary section captures items that appear in the Governance Review Report but are not represented as standalone rows in the Governance Review Implementation Roadmap above OR were formally handed off to the Governance Review Project from Realizing Accreditation and Academic Assessments. These items are included for traceability and transparency purposes.

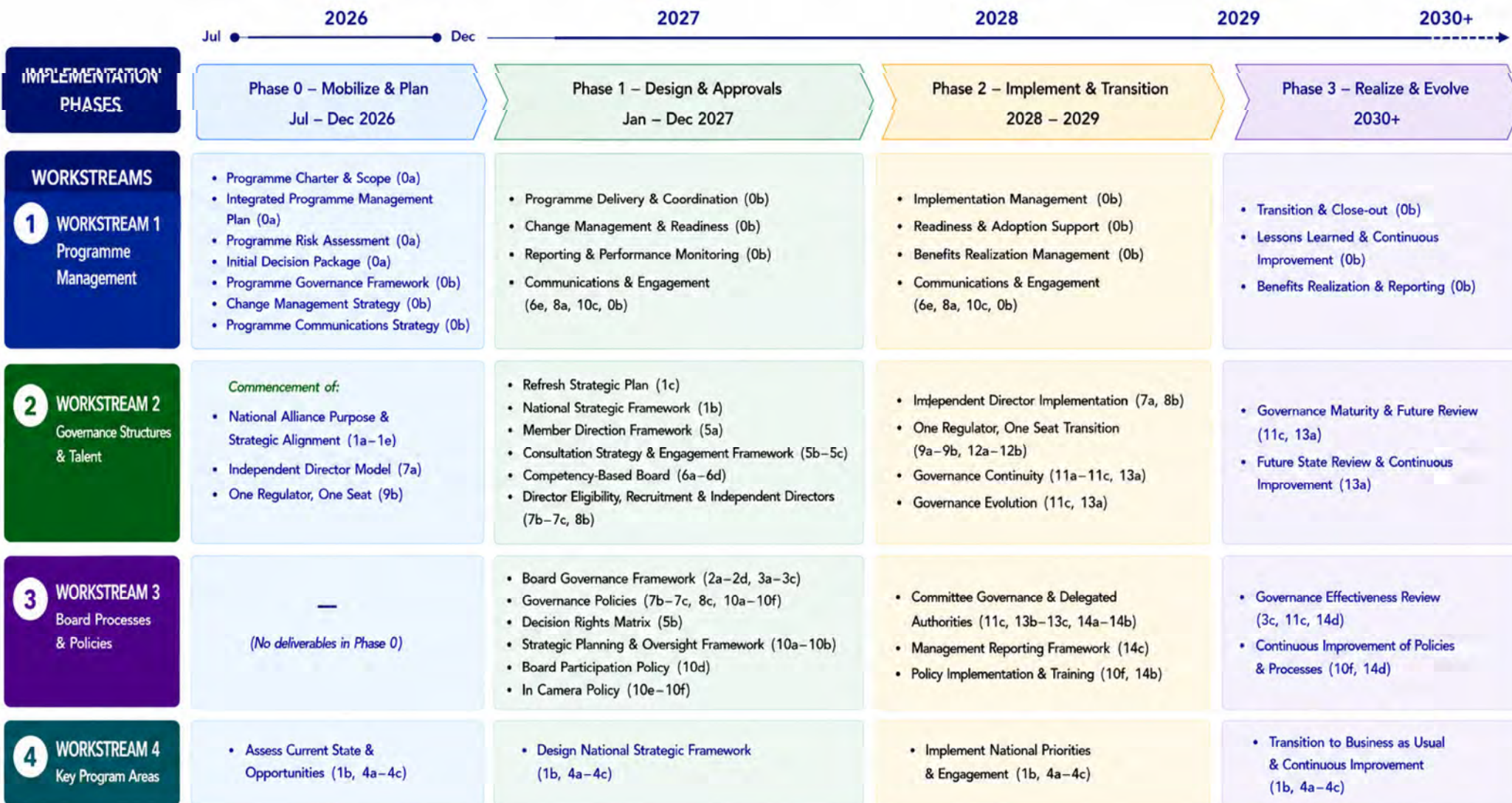
Ref.	Source	Description	Relationship to Roadmap	Recommended Treatment
0a	Governance Review Report (pgs. 38-39)	Early approval-in-principle for Board composition and Board size decisions, including whether Engineers Canada should bring decisions related to Board size and composition forward for Member approval in principle.	Enabling programme recommendation that supports early decision-making for recommendations such as 07a and 09b. It is not structured as a standalone roadmap recommendation in Appendix 4.	Track as a programme-enabling item in related programme management materials.
0b	Governance Review Report (pgs. 38-39)	Programme governance, oversight, reporting, communications, change management and readiness considerations for implementing the governance reform as a cohesive programme of change.	Cross-cutting programme-management recommendation that enables delivery of the roadmap as a whole rather than one discrete recommendation.	Track through the programme management workstream, including governance, reporting, change management and communications artefacts.
9c	Governance Review Report (pgs. 24-26)	Phased implementation of the One Regulator, One Seat model aligned with the natural expiry of existing director terms.	Operational implementation component of 09b. The roadmap currently includes 09a and 09b, but does not include 9c as a separate row.	Reference as an implementation detail under 09b, rather than adding a new main roadmap row.
13d	FEA Path Forward Report; Recommendation 15	New related recommendation concerning accreditation governance: establishing two distinct bodies in accreditation — a policy body responsible for strategic direction and an operational body focused on execution of policies.	Related governance initiative from another source document. The roadmap currently includes 13a–13c, but does not include 13d.	Track separately as a related governance initiative requiring future Board consideration, not as part of the original Governance Review roadmap unless approved for inclusion.

Priority for Board discussion
Refer to 2026-2027 Governance Committee workplan

Governance Review Implementation Programme Roadmap

DRAFT FOR DISCUSSION

This roadmap presents the current implementation approach and indicative sequencing. Activities, dependencies, and timing will continue to be refined through detailed programme planning and governance decision-making.



BRIEFING NOTE: For decision

National Alliance Definition		4.6
Purpose:	To seek Board approval of the proposed definition of “National Alliance” as Engineers Canada’s primary purpose, in support of the governance review implementation work.	
Link to the Strategic Plan/Purposes:	Strategic direction: Realizing a stronger foundation	
Link to the Corporate Risk Profile:	Decreased confidence in governance functions (Board risk)	
Motion(s) to consider:	THAT the Board approve the definition of “National Alliance” as set out in the meeting materials and recommend that the definition, together with the proposed Regulator Forum process, be presented to the Members at the May 2027 Members’ meeting, with authority delegated to the Chief Executive Officer to make any necessary administrative revisions.	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Light Go, General Counsel and Corporate Secretary	
Presented by:	Christian Bellini, Chair, Governance Review Task Force	

Problem/issue definition

- The governance review identified the need for greater clarity regarding Engineers Canada’s purpose and its relationship with Members. Strong support emerged for defining Engineers Canada’s primary purpose as serving a national alliance of regulators.
- Following member consultation as part of the Cosgrove governance review, a draft definition (the “**Governance Review Recommended Definition**”) was developed. An independent consultant subsequently reviewed comparable organizations and proposed a streamlined “**synthesized definition**” (see Appendix I). Both definitions were considered by the Governance Review Task Force (GRTF) and the Governance Committee.
- At its September 16, 2026 meeting, the Governance Committee voted to recommend the **Governance Review Recommended Definition** (reproduced in full below) for Board approval.
- The proposed definition establishes a common understanding of Engineers Canada’s role in supporting regulatory excellence, collaboration, harmonization, and the public interest while respecting regulator autonomy.
- Adoption of the definition is an important foundational step in the governance review implementation work, as it will provide a shared point of reference for future decisions about Engineers Canada’s role, priorities, governance structures, and relationship with Members.

Proposed action/recommendation

- It is recommended that the Board approve and adopt the Governance Review Recommended National Alliance definition, recognizing it as the foundational statement of Engineers Canada’s primary purpose and as a guiding reference for future governance review implementation work:

The primary purpose of Engineers Canada is to serve as a national alliance of Canada’s provincial and territorial engineering regulators, dedicated to advancing regulatory excellence,

promoting interprovincial harmonization and collaboration, and supporting its Members in protecting the public interest.

As a national alliance, Engineers Canada will facilitate strategic coordination and national conversations on issues that matter, support the sharing of resources, and provide unified representation on matters of national and international significance, while respecting the autonomy and statutory authority of each member regulator.

Its activities are designed to strengthen the regulatory framework governing the engineering profession, and ensure that engineering practice across Canada continues to meet the highest standards of safety, ethics, and competence

Risks

- Adoption of the definition would establish a foundation for governance review implementation activities. Delaying or not approving the proposed definition may affect the sequencing and alignment of future governance review implementation activities.

Financial implications

- There are no direct financial implications associated with approving the definition.

Consultation

- The National Alliance concept was considered by the Board as part of governance review implementation planning.
- Comparator research was commissioned and reviewed by staff to inform the proposed definition and confirm alignment with the governance review recommendations.
- The National Alliance definition as recommended by the Governance Committee will be previewed to the CEO Group and President's Group ahead of the October 8, 2026 Board Meeting.

Next steps

- The approved, the definition will serve as a reference point for future governance implementation activities, including the development and assessment of related governance, policy, committee, and bylaw recommendations. Staff will also operationalize the approved definition by ensuring it is widely communicated and embedded throughout the organization's governance and public-facing materials, including board policies, governance documents, onboarding and orientation resources, and/or website content, as appropriate.

Appendix

- **Appendix 1:** National Alliance comparator research summary (circulated separately)

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) Liaison Group proposal		4.7
Purpose:	To seek Board direction of the proposed Accreditation Board Liaison Group (ABLG) framework and its potential role within the governance structure, with any related policy recommendations to be developed through the Governance Committee and the ongoing governance review work.	
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs	
Link to the Corporate Risk Profile:	Accreditation (Board risk) Governance functions (Board risk)	
Motion(s) to consider:	<i>THAT the Board endorse the proposed Accreditation Board Liaison Group framework as a basis for further development and direct the Governance Committee to prepare a policy for future Board consideration, taking into account the ongoing governance review.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Light Go, General Counsel and Corporate Secretary	
Presented by:	Marlo Rose, President-Elect	

Problem/issue definition

- At its June 2026 Board workshop, the Board discussed options to strengthen engagement between the Board and the Canadian Engineering Accreditation Board (CEAB), including the potential adoption of an Accreditation Board Liaison Group (ABLG) policy on an interim basis while the broader governance review work is carried out.
- The Board did not adopt the ABLG framework at the June workshop. The framework was subsequently discussed by the Governance Committee at its September 16, 2026 meeting. Accordingly, this briefing note is presented for Board consideration and direction regarding the proposed framework and any future policy development.

Proposed action/recommendation

- The Board is being asked to consider the proposed ABLG framework, to include consideration of the Governance Committee's discussion, and provide direction whether further policy development should proceed through the Governance Committee.

Risks

- Maintaining the current oversight structure may limit opportunities for regular Board engagement on accreditation matters and reduce visibility into accreditation-related risks, resource requirements, and strategic issues.
- The proposed ABLG is intended to provide an additional mechanism to support Board oversight and facilitate ongoing communication between the Board and the CEAB.
- Implementation of an ABLG may require consideration of how it would integrate with existing governance structures and accreditation reporting processes to maintain clear roles, responsibilities, and reporting relationships.

Financial implications

- There are no significant financial implications associated with consideration of the proposal at this time.

Consultation

- The proposal reflects the Board's June 2026 workshop discussion regarding an ABLG framework and is advanced for Board consideration, with any future policy development to be informed by Board direction and the ongoing governance review.
- The Governance Committee discussed the proposed ABLG framework at its September 16, 2026 meeting. No formal recommendation emerged from the Committee's discussion.

Next steps

- Subject to Board direction, refer the proposed framework to the Governance Committee for further policy development.

BRIEFING NOTE: For decision

Realizing an Inclusive Profession		4.8
Purpose:	To adopt a commitment statement that will guide Engineers Canada's role in advancing a welcoming and inclusive profession.	
Link to the Strategic Plan / Purposes:	Strategic Priority: Realizing an Inclusive Profession Core purpose 9 (CP9): Promote diversity and inclusion in the profession that reflects Canadian society	
Link to Corporate Risk Profile:	Engineering is unwelcoming and exclusionary to under-represented people in engineering	
Motion(s) to consider:	THAT the Board approve in principle the adoption of an organizational commitment statement to guide Engineers Canada's role in advancing a welcoming and inclusive profession, and authorize the Governance Committee to review and approve the final statement, including any revisions needed to ensure consistency with Engineers Canada's existing policies, website content, public statements, and organizational commitments.	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Jeanette Southwood, Executive Vice President, Corporate Affairs and Strategic Partnerships Kim Bouffard, Manager, Belonging and Engagement	
Presented by:	Anjum Mullick, Director	

Problem/issue definition

- The engineering regulators' decision to develop a joint commitment statement to guide their future inclusion, diversity, equity, and accessibility (IDEA) and Truth and Reconciliation efforts has raised questions about the Engineers Canada Board adopting a similar statement that guides its specific role in advancing a welcoming and inclusive profession.
- Engineers Canada has championed gender equity in engineering since 2014 through its 30 by 30 initiative, which aimed to increase the percentage of newly licensed engineers who are women to 30 per cent by 2030.
- Through its 2025-2029 Strategic Plan, Engineers Canada reconfirmed its commitment to increasing women in engineering and broadened the organization's focus to foster truth and reconciliation with Indigenous peoples while working with Regulators to improve equity, diversity, inclusion, and accessibility across the engineering profession.
- The Board had initial discussions about adopting a commitment statement at its October 9, 2025, and December 8, 2025 meetings, the latter of which was supported by a pre-

circulated [backgrounder](#). The Board considered the merits and drawbacks of developing a commitment statement, recognized the need to inventory existing inclusivity-related statements, and agreed to hold a generative discussion about adopting a new statement at its February 2026 meeting.

Proposed action/recommendation

- The Board is asked to decide whether to adopt an organizational commitment statement.
- The Board may consider the existing messaging which has been inventoried and analyzed in Appendix 1. It is noted that while Engineers Canada frequently references EDI in public materials, its unique national role in leading and coordinating system-wide action is clearer in practice than how it is publicly communicated. Current messaging focuses on a gender-specific outcome and does not capture the full complexity of equity and systemic barriers across the profession.
- A Board-approved formal commitment statement can address current messaging limitations by:
 - o Moving beyond the gender-specific framing
 - o Positioning 30 by 30 as one contributing piece within a larger, integrated vision for IDEA
 - o Embedding intersectionality and reconciliation
 - o Shifting from activity-based communication to transformative leadership storytelling
 - o Reframing Engineers Canada as the national steward of an inclusive engineering profession

Other options considered

- A brief synopsis of options considered, their pros, cons and risks, and the rationale for the recommendation in this briefing note is included in the [backgrounder](#) described in the Problem/issue definition section of this briefing note.

Risks

- A brief synopsis of potential risks of action and inaction is included in the [backgrounder](#) described in the Problem/issue definition section of this briefing note.
- This action would not adversely impact our relationship with any of our Members.

Financial implications

- There are no financial implications associated with the proposed motion.

Benefits

- A brief synopsis of benefits is included in the [backgrounder](#) described in the Problem/issue definition section of this briefing note.

Consultation

- The Board was consulted during the Board meeting on February 27, 2026. In advance of the meeting, Appendices 1 and 2 were shared along with a briefing note to provide context. At

the meeting, the following questions were asked for the Board's reflection and discussion. Following each question is the response provided at the meeting

1. Does Appendix 1 meet the Board's request for an inventory of publicly communicated statements about Engineers Canada's IDEA and Truth and Reconciliation work?

Response: The Board responded yes to this question.

2. Does the Board want to develop a commitment statement that:
 - o clarifies Engineers Canada's role in advancing an inclusive profession, and
 - o provides strategic direction to the organization.

Response: The Board expressed broad support for moving forward with a commitment statement.

3. Does the Board want to follow a process similar to that which was followed by the CEO Inclusivity Taskforce (Appendix 2)?

Response: The Board provided feedback on the proposed approach and process, which informed the development of commitment statement options for future Board consideration.

- The Board was also consulted during the Board meeting on May 22, 2026. In advance of the meeting, Appendix 3 was shared to provide context.

Based on the results of the consultation, the following commitment statement is proposed:

Engineers Canada is committed to fostering a safe, inclusive, and equitable engineering profession that reflects the diversity of Canadian society and embraces Truth and Reconciliation. We will work with regulators, educators, employers, and partners to address systemic barriers, support the full participation of underrepresented groups, and champion evidence-informed, coordinated action. Through this commitment, we aim to strengthen public trust and build a profession in which every engineer can contribute and succeed.

Next steps (if motion approved)

- Pending the outcome of the discussion and vote, the following are proposed next steps:
 - o Finalize the Engineers Canada Board Commitment Statement
 - o Identify what is needed to support the Board's role in IDEA, such as:
 - Creation of, or revisions to, Board policies
 - Creation of a decision-making matrix

Appendices

- **Appendix 1:** References to EDI Across Engineers Canada's Website and Publications (originally shared in the [agenda book](#) for the Board meeting on February 27, 2026)
- **Appendix 2:** CEO Inclusivity Taskforce Process (originally shared in the [agenda book](#) for the Board meeting on February 27, 2026)

- **Appendix 3:** Commitment statement options (originally shared in the [agenda book](#) for the Board meeting on May 22, 2026)