

AGENDA

235th ENGINEERS CANADA BOARD MEETING

October 9, 2025 | 9:00am –5:00pm ET

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

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

1. Opening (9:00-9:10am)	10 mins
1.1 Call to order and approval of agenda – J. Van der Put (pages 1-5) <i>THAT the agenda be approved and the President be authorized to modify the order of discussion.</i>	
1.2 Declaration of conflict of interest (pages 6-8)	
1.3 Review of previous Board meeting – J. Van der Put (pages 9-10) a) Action item list b) Board attendance list	
2. Consent agenda (9:10-9:15am)	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 11-19) a) <i>THAT the minutes of the May 23, 2025 Board meeting be approved.</i> b) <i>THAT the minutes of the June 16, 2025 Board meeting be approved.</i>	
2.2 Committee reports (pages 20-29) a) Finance, Audit, and Risk Committee b) Governance Committee c) Human Resources Committee	
2.3 Approval of committee work plans (pages 30-31) a) <i>THAT the Board approve the 2025-2026 Finance, Audit, and Risk Committee work plan.</i> b) <i>THAT the Board approve the 2025-2026 Governance Committee work plan.</i> c) <i>THAT the Board approve the 2025-2026 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 32-38) a) <i>THAT the Board approve the 2025-2026 CEAB volunteer recruitment and succession plan.</i> b) <i>THAT the Board approve the 2025-2026 CEQB volunteer recruitment and succession plan.</i>	
2.5 Legislative compliance certificate (pages 39-46)	
2.6 Annual advocacy report (pages 47-51)	
2.7 Extension of the evaluation date for the Temporary exemption for students going on international exchange (pages 52-58) <i>THAT the Board, on recommendation of the CEAB, amend the re-evaluation date to 2029 for the Temporary exemption for students going on international exchange.</i>	
3. Executive reports (9:15-10:50 am)	
3.1 President's report – J. Van der Put (slides)	15 mins
3.2 CEO update – P. Rizcallah (slides)	20 mins
3.3 Q2 Interim Strategic Plan reporting – P. Rizcallah (pages 59-70)	10 mins

	3.4 Realizing FEA – T. Hubley (pages 71-79) Motion 1: <i>THAT the Engineers Canada Board task the Canadian Engineering Accreditation Board (CEAB) to develop and recommend for Board approval appropriate changes to accreditation criteria pursuant to Recommendations 7, 8, and 9 of the Futures of Engineering Accreditation Path Forward Report. The CEAB shall report back to the Board with proposed changes and implementation plans for consideration at a future meeting.</i>	25 mins
	Motion 2: <i>THAT the Engineers Canada Board approve an outcomes-focused accreditation summit in September 2026 (ref. FEA Path Forward Report recommendations 4, 5, and 6: Outcomes Focused Accreditation).</i>	25 mins
	Break (10:50 -11:05am)	15 mins
	Executive reports continued (11:05-12:30 pm)	
	Motion 3: <i>THAT the Engineers Canada Board approve future work by Engineers Canada staff and others (as applicable) on FEA Path Forward Report recommendations 11, 14, 17, and 18 (Return on Investments, Change Management, Industry Engagement, and Core Values).</i>	25 mins
	3.5 CEO Group report – P. Mann (slides)	15 min
	3.6 Advancing collaboration and harmonization – P. Rizcallah (pages 80-81)	30 min
	3.7 Presidents Group report – S. Larivière-Mantha (slides)	15 min
	Lunch (12:30-1:30pm)	60 mins
4.	Board business/required decisions (1:30-2:40pm)	
	4.1 Committee updates, as required – Committee chairs (verbal)	15 mins
	4.2 Draft 2026 budget and 2028 Per Capita Assessment (presented as information for discussion) – M. Sterling (pages 82-111)	30 mins
	4.3 Governance Review Task Force update – C. Bellini (verbal)	10 mins
	4.4 CEAB – R. Gosine (slides and pages 112-115) • Draft 2026 work plan	15 mins
	Break (2:40-2:55)	15 mins
	Board business/required decisions continued (2:55-3:40pm)	
	4.5 CEQB – S. Inchasi (slides and pages 116-124) • Draft 2026 work plan • CEQB Response to the Futures of Engineering Accreditation Path Forward Report	15 mins
	4.6 CEQB products – S. Inchasi (circulated separately) <i>THAT the Board, on recommendation of the CEQB, approve the following products:</i> a) <i>Revised Regulator Guideline on the Practice of Engineering (members-only distribution)</i> b) <i>Revised Regulator Guideline on the Academic Assessment of Non-CEAB Applicants (members-only distribution)</i>	15 mins
	4.7 Board's 30 by 30 Champion – T. Joseph / A. Mullick (slides)	15 mins
5	Next meetings (3:40-3:45pm)	5 mins
	Board meetings:	

	<ul style="list-style-type: none"> December 8, 2025 (virtual) February 27, 2026 (Toronto, ON) April 8, 2026 (virtual) 	<ul style="list-style-type: none"> May 22, 2026 (Calgary, AB) June 15, 2026 (Port Rexton, NL) 	
	2025-2026 committee and task force meetings:		
	<ul style="list-style-type: none"> FAR Committee: October 23, 2025 (virtual) Governance Review Task Force: November 4, 2025 (virtual) Governance Committee: November 12, 2025 (virtual) HR Committee: November 20, 2025 (virtual) HR Committee: December 11, 2025 (virtual) FAR Committee: December 12, 2025 (virtual) Governance Review Task Force: February 6, 2026 (virtual) FAR Committee: February 23, 2026 (virtual) HR Committee: February 27, 2026 (Toronto, ON) 	<ul style="list-style-type: none"> Governance Review Task Force: March 4, 2026 (virtual) FAR Committee: March 6, 2026 (virtual) Governance Committee: March 12, 2026 (virtual) Governance Review Task Force: March 17, 2026 (virtual) HR Committee: April 1, 2026 (virtual) FAR Committee: May 8, 2026 (virtual) All 2026-2027 committees and task forces: June 15, 2026 (Port Rexton, NL) 	
6	In-camera sessions (3:45-4:45pm)		
	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> <ul style="list-style-type: none"> Meeting evaluation – roundtable discussion. 		20 mins
7	Closing (motion not required if all business has been completed)		

Board support document

Meeting norms

Virtual participation:

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

To conduct the meeting with reasonable time and fairness:

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

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

Board support document

Conflicts of interest

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

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

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

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

Handling conflicts of interest

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

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

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

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

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

¹ Section 141(1) and (2) of the CNCA

² Section 141(9)(a) of the CNCA

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

What perceptions could others have?

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

Step 3 – Is the duty to disclose triggered?

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

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

³ Section 141(1) of the CNCA

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

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

Step 4 – What next?

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

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

⁶ Section 141(5) of the CNCA

Engineers Canada Board of Directors action log

	Meeting date	Action	Responsible	Due date	Update
#1	May 23, 2025	Review the FAR Committee's prescribed composition in its terms of reference.	Governance Committee	Undefined	Identified as part of the Governance Committee's 2025-2026 work plan.

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

MINUTES OF THE 233rd ENGINEERS CANADA BOARD MEETING

May 23, 2025, 8:30am-4:30pm (PDT)

Hybrid meeting: Sheraton Vancouver Wall Centre, Vancouver, BC| Zoom

The following Directors were in attendance:	
M. Wrinch, Chair	T. Kirkby
J. Van der Put, President-Elect	S. Larivière-Mantha
N. Hill, Past President	A. Lockwood
A. Arenja	J. Martel
C. Bellini	M. Mekomba
E. Coles	A. Mullick
C. Cumming	J. Paliwal
C. Dixon	M. Rose
L. Doig	D. Spracklin-Reid
A. English	M. Sterling
T. Joseph	N. Turgeon
The following Directors sent regrets:	
S. Jha	
The following CEO Group Advisor was in attendance:	
P. Mann, Chair, CEO Group	
The following Direct Reports to the Board were in attendance:	
F. Collins, Chair, CEQB	P. Rizcallah, CEO
J. Pieper, Chair, CEAB	L. Go, General Counsel and Corporate Secretary
The following observers were in attendance:	
Dan Abrahams, Vice-President, PEO	Sam Inchasi, Vice-Chair, CEQB
Shawn Amberman, President, APEGNB	Kim King, Executive Director, Engineers Yukon
Nick Burgwin, Board member, OSPE	Jim Landrigan, Engineers PEI, Executive Director / Registrar
Nick Colucci, incoming Director, PEO	Adam Mackenzie, President, Engineers PEI
Lia Daborn, CEO, APEGNB	Gina McGinn, Director, Governance and Strategy, APEGS
Kevin, Deluzio, Past Chair, EDC	Mark Porter, President, EGBC
Ian Farthing, President, APEGS	Denise Pothier, incoming Director, Engineers Nova Scotia
Derek Follett, Chair-Elect, PEGNL	Jennifer Quaglietta, CEO, PEO
Jackie Fisher, VPE, CFES	Archie Sachdeva, Director, Partnerships, Manulife
Ray Gosine, Vice-Chair, CEAB	Tracey Stock, Past President, APEGA
Scott Grant, Marlet Lead, Affinity Market Group, TD Insurance	Adam Wallace, President, Engineers Yukon
Michael Gregoire, CEO, Engineers Geoscientists MB	Fred Saghezchi, President, PEO
Maxime Guilbault, Relationship Manager, TDI	Baijul Shukla, VP, Member Experience & Corporate Strategy, OSPE
Paul Guy, President, NAPEG	Paul Wynnyk, CEO, APEGA
Mark Fewer, CEO & Registrar, PEGNL	Heidi Yang, CEO, Engineers & Geoscientists BC
Stormy Holmes, Executive Director & Registrar, APEGS	Erica Yao, Director, Growth Marketing, Manulife
Mike Houvardas, Vice-President, EGMB	
The following staff were in attendance:	
Joan Bard Miller, Manager, Governance, Board Services	Derek Menard, CFO
Juliet Chou, Governance Coordinator	Jeanette Southwood, EVP, Corporate Affairs & Strategic Partnerships
Trina Hubley, Vice-President, Regulatory Affairs	Mya Warken, Secretary, CEAB (virtual; item 4.9)
Brent Gibson, Manager, Communications	
Ryan Melsom, Secretary, CEQB (virtual; item 4.3)	

1. Opening

1.1 Call to order and approval of agenda

M. Wrinch, President, Engineers Canada, called the meeting to order at 8:30 am PDT. Participants were welcomed, quorum was confirmed, and the land was acknowledged.

Motion 2025-05-1D

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.

M. Wrinch shared a diversity moment, focussed on solutions and accountability towards an inclusive engineering profession.

1.2 Declaration of conflict of interest

S. Larivière-Mantha noted a perceived conflict given her work in another setting with a member of the consulting team engaged for the governance review.

1.3 Review of previous Board meeting

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

2. Executive reports

2.1 President's report

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

- Recording greetings for Regulator AGMs,
- Meetings with the engineering deans,
- Attending meetings of the three Presidents ("3Ps"), and
- Delivering incoming Director training.

2.2 CEO update

P. Rizcallah, CEO, Engineers Canada, presented the Board with highlights of operational activities since the February 2025 Board meeting and an overview of the organization's financial health, after which the floor was opened for questions.

2.3 Strategic Plan reporting

P. Rizcallah presented the 2022-2024 Strategic Plan evaluation and the Q1 interim strategic performance report that had been pre-circulated. Rizcallah then answered questions from the Board.

J. Southwood, Executive Vice President, Corporate Affairs and Strategic Partnerships, and Brent Gibson, Manager, Communications, reviewed outcomes of the 2022-2024 strategic priority, Reinforce trust and the value of licensure, and plans going forward. Southwood also directed the Board to the appendix of the pre-circulated slides for further details.

A discussion ensued about lessons learned and future opportunities.

T. Hubley, Vice President, Regulatory Affairs, Engineers Canada, presented a progress update on the strategic direction, Realizing Futures of Engineering Accreditation (FEA). A brief question and answer period followed.

It was noted that time would be allocated for Directors to discuss Realizing FEA at the upcoming Board workshop on June 16-17, 2025.

2.4 CEO Group report

P. Mann, CEO Group Advisor to the Board, reported on the CEO Group's meeting held on May 20 and 22, 2025.

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

2.5 Presidents Group report

M. Porter, President, Engineers and Geoscientists BC, reported on the President Group's meeting held on May 22, 2025. A brief discussion followed on the National one-license model. It was clarified that more study would be required on such a model before bringing to Engineers Canada for consideration.

3. Consent agenda

3.1 Approval of minutes

THAT the minutes of the February 28, 2025 Board meeting be approved.

THAT the minutes of the April 2, 2025 Board meeting be approved.

3.2 List of partnership organizations

3.3 Update on the 50-30 Challenge

3.4 CEAB appointments

THAT the following CEAB appointments be approved for the period July 1, 2025 to June 30, 2028:

- Diane Kennedy, member-at-large (second term)
- John Allen Stewart, member-at-large (third term)
- Nicholas Krouglicof for the Atlantic region (second term)
- Sathish Gopalakrishnan for British Columbia (new member)

3.5 CEQB appointments

THAT the following CEQB appointments be approved for the period July 1, 2025, to June 30, 2028:

- Philip A. Zinck, Atlantic Provinces Representative
- Efrem Teklemariam, Saskatchewan and Manitoba Representative
- Abdelwahab Hamou-Lhadj, Quebec Representative

Motion 2025-05-2D

Moved and seconded

THAT consent agenda items 3.1 and 3.5 be approved.

Carried

4. Board business / required decisions

4.1 FAR Committee

M. Rose, Finance, Audit and Risk (FAR) Committee Chair, provided an update on FAR Committee activities since the Winter Board meeting. Further to the information included in the pre-circulated report, Rose recommended that the composition of the FAR Committee prescribed in its terms of reference be reviewed in the coming year.

4.2 Risk register / Corporate Risk Profile

M. Rose 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.

A fulsome discussion ensued about the review process, rationale for certain changes to the registers and mitigating measures. Through the discussion, the Board:

- Encouraged the CEO to bring forward opportunities to address risks.
- Requested that staff communicate to the Board the processes and procedures designed to respond to a cyber security attack.
- Suggested that the 2025-2026 FAR Committee consider more clearly defining the connections between Board risk 7, Tarnished reputation, and operational risk 8, Insufficient client satisfaction, given their overlap.
- Considered whether an operational risk that has moved into the “Major” category should be discussed by the Board.
- Suggested that staff consider the development of a matrix of risks to the engineering profession.

4.3 CEQB

F. Collins, CEQB Chair, provided an update on behalf of the CEQB. Presentation slides were pre-circulated.

Clarifying questions were asked and answered.

4.4 CEQB report

F. Collins presented for Board approval one CEQB product that had been pre-circulated.

Motion 2025-05-3D

Moved and seconded

THAT the Board, on recommendation of the CEQB, approve the following products:

- ***Engineers Canada paper considering emerging areas of engineering practice***

Carried

4.5 Governance Committee

S. Larivière-Mantha, Governance Committee Chair, provided an update on Governance Committee activities since the Winter Board meeting.

4.6 Board policy updates

S. Larivière-Mantha presented for the Board’s consideration revisions to five (5) Board policies. Accompanying rationales were pre-circulated to the Board.

Motion 2025-05-4D

Moved and seconded

THAT the Board, on recommendation of the Governance Committee approve the following revised Board policies:

- i. ***1.4, Strategic Plan***
- ii. ***4.3, Code of conduct***

- iii. **6.13, President-elect nomination and election process**
 - iv. **7.2, Board relationship with CFES**
 - v. **7.4, Engineers Canada partnerships with external organizations**
- Carried**

4.7 Governance Review Task Force

C. Bellini, Governance Review Task Force (GRTF) Chair, updated the Board on the GRTF's work since the Winter Board meeting. S. Larivière-Mantha clarified that she recused herself from the selection of the consultant given her perceived conflict of interest noted under agenda item 1.2.

Clarifying questions were answered about the consultant selected, status of the review and plans for consultations.

4.8 Human Resources (HR) Committee

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

4.9 CEAB

J. Pieper, CEAB Chair, provided an update on CEAB progress against its current workplan and offered feedback on select FEA Path Forward Report recommendations. Presentation slides were pre-circulated.

The Board acknowledged the significant work done by the CEAB. A fulsome discussion ensued on a breadth of accreditation-related topics with K. Deluzio, Past-Chair, Engineering Deans Canada, adding insights from the Higher Education Institutions.

4.10 Board's 30 by 30 Champion

T. Joseph provided an update on behalf of the 30 by 30 network and highlighted plans for the 2026 30 by 30 Conference. Presentation slides were pre-circulated.

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)

K. Deluzio, Past Chair, EDC, provided the Board with an annual update on behalf of EDC, in which he focused on the current challenges facing higher education and opportunities to advance accreditation through the recommendations outlined in the FEA Path Forward Report.

5.2 Canadian Federation of Engineering Students (CFES)

J. Fisher, VP External, 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.

Motion 2025-05-5D
Moved and seconded

THAT the Board appoint Engineers Canada CEO, and hosting Regulator, Engineers and Geoscientists BC, as scrutineers for the 2025 President-Elect election; and after the election, the ballots be destroyed by the scrutineers.

Carried.

Following four rounds of voting, Darlene Spracklin-Reid was elected Engineers Canada's President-Elect for 2025-2026.

6.2 Appointment of the 2025-2026 HR Committee

N. Hill presented the HR Committee's recommendation to the Board for appointees to the 2025-2026 HR Committee, in addition to the President, Past President and President-Elect.

Motion 2025-05-6D

Moved and seconded

THAT the Board, on recommendation of the HR Committee, appoint the following Directors to the 2025-2026 HR Committee:

a) Lisa Doig

b) Marlo Rose

Carried

7. Next meetings

The next Board meetings are scheduled as follows:

- June 16, 2025 (Waterton, AB)
- October 9, 2025 (Ottawa, ON)
- December 8, 2025 (virtual)
- February 27, 2026 (Ottawa, ON)
- April 8, 2026 (virtual)
- May 22, 2026 (Calgary, AB)

8. In-camera sessions

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

Motion 2025-05-7D

Moved and seconded

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

Carried

8.2 Board Directors and Direct Reports and CEO Group Advisor

Motion 2025-05-8D

Moved and seconded

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

Carried

8.3 Board Directors and CEO

Motion 2025-05-9D

Moved and seconded

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

8.4 Board Directors only

Motion 2025-05-10D

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 4:01pm PDT.

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

Michael Wrinch, PhD, FEC, P.Eng., ICD.D, President

Light Go, General Counsel and Corporate Secretary

MINUTES OF THE 234th ENGINEERS CANADA BOARD MEETING

June 16, 2025 | 9:30am – 10:00am MDT

Hybrid meeting: Waterton Lakes Lodge Resort, Waterton Lakes National Park, AB | Zoom

The following Directors were in attendance	
J. Van der Put, Chair, Engineers & Geoscientists BC	T. Joseph, APEGA
D. Spracklin-Reid, President-Elect, PEGNL	T. Kirkby, PEO
M. Wrinch, Past President, Engineers & Geoscientists BC	A. Lockwood, APEGS
A. Arenja, PEO	J. Martel, OIQ
C. Chahine, PEO	M. Mekomba, OIQ (virtual; joined at 9:50 am)
E. Coles, Engineers PEI	A. Mullick, APEGA
N. Colucci, PEO	J. Paliwal, EGMB
C. Dixon, Engineers Yukon	D. Pothier, Engineers Nova Scotia
L. Doig, APEGA	M. Rose, APEGNB
A. English, Engineers & Geoscientists BC (virtual)	M. Sterling, PEO
S. Jha, NAPEG	N. Turgeon, OIQ
The following Directors sent regrets	
S. Larivière-Mantha, OIQ	
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, Vice-Chair, CEQB	P. Rizcallah, CEO
R. Gosine, Vice-Chair, CEAB	L. Go, General Counsel and Corporate Secretary
The following staff were in attendance	
J. Bard Miller, Manager, Governance and Board Services	T. Hubley, Vice President, Regulatory Affairs
J. Chou, Governance Coordinator (Virtual)	J. Southwood, EVP, Corporate Affairs & Strategic Partnerships

1. Opening

1.1 Call to order and approval of agenda

J. Van der Put, Board Chair, acknowledged the land, confirmed quorum, and called the meeting to order at 9:30 am MDT. The meeting participants introduced themselves.

Motion 2025-06-1D

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, task forces, and roles

M. Rose, Chair of the HR Committee, introduced the HR Committee's recommendations for committee appointments, as pre-circulated in the agenda book. She expanded on the HR Committee's recommendation to introduce a co-champion for 30 by 30 leading up to the 2026 conference.

Motion 2025-06-2D

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**
 - **Arjan Arenja (2025-2027)**
- b) Director appointee – CEQB**
 - **Elliott Coles (2025-2027)**
- c) 30 by 30 Champion**
 - **Tim Joseph (2025-2026)**
 - **Anjum Mullick (2025-2026)**
- d) Finance, Audit, and Risk (FAR) Committee (2025-2026)**
 - **Menelika Mekomba**
 - **Christopher Chahine**
 - **Anjum Mullick**
 - **Nicolas Turgeon**
 - **Jitendra Paliwal**
 - **Marisa Sterling**
 - **Steve Vieweg**
- e) Governance Committee (2025-2026)**
 - **Nick Colucci**
 - **Christopher Dixon**
 - **Tim Kirkby**
 - **Andrew Lockwood**
 - **M. Jean-Luc Martel**
 - **Denise Pothier**
 - **Michael Wrinch**

Carried

3. Next meetings

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

- October 9, 2025 (Ottawa, ON)
- December 8, 2025 (virtual)
- February 27, 2026 (TBD)
- April 8, 2026 (virtual)
- May 22, 2026 (Calgary, AB)
- June 22, 2026 (TBD)

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

- June 16, 2025 (Waterton, AB):
 - Governance Committee
 - FAR Committee
- HR Committee: September 4, 2025 (virtual)
- HR Committee: November 20, 2025 (virtual)
- HR Committee: December 11, 2025 (virtual)
- HR Committee: February 27, 2026 (Ottawa)
- HR Committee: April 1, 2026 (virtual)

4. Closing

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

Minutes prepared by J. Bard Miller for:

John Van der Put, FEC, FGC (Hon.), P.Eng., President Light Go, General Counsel and Corporate Secretary

BRIEFING NOTE: For information

FAR Committee report		2.2a
Purpose:	To review the FAR Committee contributions since the June 16, 2025, Board meeting.	
Link to the Strategic Plan/Purposes:	Board responsibility: Provides financial oversight. Board responsibility: Provides risk identification and oversight.	
Link to Corporate Risk Profile:	Reduced long term financial viability (Board risk)	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Marisa Sterling, Chair, FAR Committee	

Background

- The Finance, Audit, and Risk (FAR) Committee enhances the Board's effectiveness and efficiency on matters related to financial, audit, and risk management policies and monitoring.
- On June 16, 2025, the FAR Committee agreed upon its work plan for 2025-2026 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 14, 2025 meeting.
- Of note from that meeting, the FAR Committee reviewed the Corporate Risk Profile and considered questions raised by the Board on May 23, 2025. A follow-up discussion of select risks has been noted for the in-camera portion of the Board's October meeting.

Next steps

- The Board is asked to approve the FAR Committee's work plan under item 2.2 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 4.2.
- As indicated in its work plan, the FAR Committee will meet next on October 23. It's primary role will be to finalize the draft budget and PCAF recommendation that will come to the Board in December.

Appendix

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

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

Board responsibilities (Board policy 4.1) / FAR Committee responsibilities (Board policies 6.4)	Board / committee / task force	Occurrence	16-Jun-25	14-Aug-25	23-Oct-25	12-Dec-25	23-Feb-26	6-Mar-26	8-May-26
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							
Review and update the Board on finance-related matters, such as internal financial controls and finance-related policies and procedures, as necessary	FAR Committee	Annually							
Conduct an annual review of any new long-term procurement contracts that extend beyond five years with a value that exceeds \$100,000 per annum.	FAR Committee	Annually							
Review and recommend changes to the Board's investment policy.	FAR Committee	Biennially							
Approve policies to ensure that proper financial controls are in place	Board	As required							
Review policies related to the FAR Committee's work and make recommendations to the Governance Committee (not prescribed in BP 6.4).	FAR Committee	As required		✓					
Complete an annual review of the Corporate Risk Profile before it is shared with the Board, generally in May, or whenever significant changes occur.	FAR Committee	Annually							
Ensure risk management systems are in place that reflect the Board's risk tolerance and direct Board-approved mitigation strategies	Board	Annually							

Board responsibilities (Board policy 4.1) / FAR Committee responsibilities (Board policies 6.4)	Board / committee / task force	Occurrence	16-Jun-25	14-Aug-25	23-Oct-25	12-Dec-25	23-Feb-26	6-Mar-26	8-May-26
Review on a quarterly basis any changes to the Board and operational risk registers, as applicable, and report anything of significance to the Board.	FAR Committee	Quarterly		✓ Overview & discussion	Check-in	As needed		Deep dive	
Monitor known risks and identifying potential risks to the organization	Board	Ongoing							
Additional work / authorities									
The FAR Committee has the authority to meet independently with the external auditor.	FAR Committee	As required							
The Chair of the FAR Committee has the authority to meet independently with Engineers Canada's Director, Finance.	FAR Committee	As required							
Consider recommending to the Board/Members special assessment fees to fund special projects.	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							

BRIEFING NOTE: For information

Governance Committee report		2.2b
Purpose:	To review the Governance Committee contributions since the June 16, 2025, Board meeting.	
Link to the Strategic Plan/Purposes:	<p>Board responsibility: Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.</p> <p>Board responsibility: Ensures that policies and processes are established to monitor and enhance Board effectiveness.</p>	
Link to Corporate Risk Profile:	Decreased confidence in governance functions (Board risk)	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Denise Pothier, Chair, Governance Committee	

Background

- The Governance Committee is tasked to enhance the Board's effectiveness and efficiency on matters relating to Board governance principles and policies and to fulfill its Board responsibility *to ensure the development and periodic review of Board policies*.
- On June 16, 2025, the Governance Committee agreed upon its work plan for 2025-2026 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

- As indicated in the work plan, the Governance Committee completed several of its responsibilities at its September 17, 2025 meeting.
- In addition to its regular policy review, the Committee discussed incorporating ESG principles in Board policy. The topic will be revisited at the November 12 meeting, along with how to best integrate the governance review process into the Committee's ongoing policy review work.

Next steps

- The Board will be asked to approve the Governance Committee's work plan under item 2.2 of the current meeting agenda.
- As appropriate, the Governance Committee Chair will bring key issues for discussion 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.

Appendix

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

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

BRIEFING NOTE: For information

Human Resources Committee report		2.2c
Purpose:	To review the Human Resources (HR) Committee contributions since the June 16, 2025, Board meeting.	
Link to the Strategic Plan/Purposes:	<p>Board responsibility: Hires, supports, and evaluates the CEO so that they are better able to further Engineers Canada's purposes and achieve its vision.</p> <p>Board responsibility: Ensures that policies and processes are established to monitor and enhance Board effectiveness.</p>	
Link to Corporate Risk Profile:	<p>Decreased confidence in governance functions (Board risk)</p> <p>Reduced long term financial viability (Board risk)</p>	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Marlo Rose, Chair, HR Committee	

Background

- The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by overseeing the timely delivery of the Director onboarding and development program and monitoring and assessing the performance of the Board, Board committees, Directors, and the CEO so that Engineers Canada can deliver on its mandate.
- On May 24, 2025, the HR Committee agreed upon its work plan for 2025-2026 based on the responsibilities outlined in Board policy 6.12, *Human Resources Committee terms of reference*.
- At each Board meeting, the HR Committee Chair provides an update on the committee's work since the last Board meeting.

Status update

- As indicated in the work plan, the HR Committee completed several of its responsibilities at its September 4, 2025, meeting.
- Of note from that meeting, the HR Committee had a fulsome discussion of the CEO's progress toward his 2025 objectives, and an initial discussion of his 2026 objectives. The latter will be discussed again at the HR Committee's November and December meetings. The final version, on recommendation of the HR Committee, will be presented to the Board for approval in February.

Next steps

- The Board is asked to approve the HR Committee's work plan under item 2.2 of the current meeting agenda.
- As appropriate, the HR Committee Chair will bring key issues for discussion and items for decision to the Board.
- The HR Committee will meet next in November to address the work plan items assigned to that meeting.

Appendix

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

2025-2026 HR Committee work plan

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

2025-2026 HR Committee work plan

Board responsibilities (Board policy 4.1) / HR Committee responsibilities (Board policy 6.12)	Board / committee / task force	Occurrence	24-May-25	16-Jun-25	4-Sep-25	20-Nov-25	11-Dec-25	27-Feb-26	1-Apr-26
(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

Approval of committee work plans		2.3
Purpose:	To approve the work plans of the 2025-2026 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 2025-2026 FAR Committee work plan.</i> b) <i>THAT the Board approve the 2025-2026 Governance Committee work plan.</i> c) <i>THAT the Board approve the 2025-2026 Human Resources Committee work plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Marisa Sterling, Chair, FAR Committee Denise Pothier, Chair, Governance Committee Marlo Rose, 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 2026 budget.

Consultation

- When developing their work plans, the committees and task forces relied on the recommendations of the 2024-2025 committees, input from Engineers Canada staff, and Board direction.

Next steps (if motions approved)

- Committees execute their work plans.

Appendices

- The work plans are included under agenda item 2.2 of the current meeting.

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 2026-2027 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 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>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation, and CEAB Secretary Ryan Melsom, Manager, Qualifications, and CEQB Secretary	
Presented by:	Ray Gosine, 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 2026-2027 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 2026 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:** 2026-2027 CEAB volunteer recruitment and succession plan
- **Appendix 2:** 2026-2027 CEQB volunteer recruitment and succession plan

2026-2027 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 2026-2027 committee year the CEAB will seek:

- **Members-at-large:**
 - One (1) new appointment (backfilling the vacancy left by Diane Kennedy's resignation)
 - Re-appointment for:
 - Pierre Bourque – eligible for a third three-year term
 - Jason Foster – eligible for a second three-year term
 - Michael Roach – eligible for a second three-year term
- **Regional members:**
 - One (1) new appointment from Manitoba/Saskatchewan (replacing Tara Zrymiak who is concluding her third three-year term)
 - One (1) re-appointment for Mrinal Mandal from Alberta – eligible for a third three-year term
- One (1) new appointment, replacing the successful Vice-Chair candidate whose term starts July 1, 2026 (to be determined by election)
- One (1) new Director appointee (replacing Ann English who is concluding her two-year appointment)

Table 1: CEAB composition at July 1, 2026

Demographic/Category	Requirement/Target	At July 1, 2026*
Members-at-large	6 (minimum)	8
Regional members	7	6 (MB/SK vacancy)
Director appointees	2	1
Non-academia	33%	24%
Academia	66%	57%
Bilingual	30% (minimum)	33%
Female-identifying	30% (minimum)	14%

* Assumes the re-appointment of all eligible members

Given the current composition, recruitment efforts must result in increasing the number of female-identifying members, non-academic members, and preferably, at least one new member with the ability to conduct accreditation visits in either English or French.

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 410 individuals.

Table 2: Accreditation volunteer pool analysis

Demographic/Category	% of pool (n=410)
Language*	
• Unilingual English	73%
• Unilingual French	7%
• Bilingual (English and French)	20%
Gender**	
• Traditionally male pronouns and/or salutations	51%
• Traditionally female pronouns and/or salutations	16%
• Preferred pronouns or salutations not available	33%
Primary work experience***	
• Academia	72%
• Industry	23%
• Other/did not identify	5%

* Self-reported by individuals. French-language programs account for 21% of all accredited programs

** Volunteers are not asked to identify their gender. Volunteers provide their preferred pronouns and salutations which allows for partial analysis of the volunteer pool. In 2022, 19.5% of faculty in Canadian institutions were female-presenting. In 2023, 15% 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.

Further analysis shows that the volunteer pool is well-balanced in terms of disciplines such as mechanical, electrical, civil, computer, chemical, software, and environmental engineering. Efforts to build the volunteer pool with individuals from other disciplines are on-going.

The accreditation volunteer pool is currently 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 are reflective of Canada's diversity; the larger the pool of volunteers, the more the opportunities exist to have diverse teams and the more diverse and experienced the volunteer pool who may join the CEAB as a future member.

2026-2027 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.

Based on the procedures outlined in Board policy 6.10, for the 2026-2027 committee year the CEQB will seek:

- **Members-at-large:**
 - One (1) (re)appointment
- **Regional members:**
 - One (1) new appointment for an Alberta Representative (Replacing Anil Gupta, who has completed his second term)
 - One (1) (re)appointment for Farzad Rayegani, Ontario Representative (eligible for a second three-year term)
 - One (1) (re)appointment for Adam Wallace, Northern Representative (eligible for a second three-year term)
- One (1) new Director appointee (replacing Sudhir Jha, who is concluding his two-year appointment)

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

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 **Admissions Issues Committee** will be reviewing one guideline, and will welcome a new Committee Chair, to be recommended by the Executive Committee and appointed by the CEQB.
- The **Practice Committee** will be active in developing two guidelines in 2026, 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 several syllabi, and the Executive will review membership mid-year to ensure the committee composition and competencies are appropriate.

BRIEFING NOTE: For information

Legislative compliance certificate		2.5
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 11, 2025. 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 2025.

LEGISLATIVE COMPLIANCE CERTIFICATE

TO: Engineers Canada's Board of Directors

RE: Legislative Compliance Certificate

I, Phillip 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 books and records, making corporate filings, and ensuring compliance with statutory duties of directors, 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 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. However, similar to many other organizations who 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.

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, 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:

- 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 Nicole Proulx, 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) 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 Nicole Proulx, 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 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: Nicole Proulx, 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 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. Engineers Canada last filed a compliance report on or about October 18, 2023.

Verified by: Nicole Proulx, 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: Nicole Proulx, 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*);
- 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: Nicole Proulx, 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 *HR-14 Right to Disconnect Policy*, which 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 Nicole Proulx, 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-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, Nicole Proulx, 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

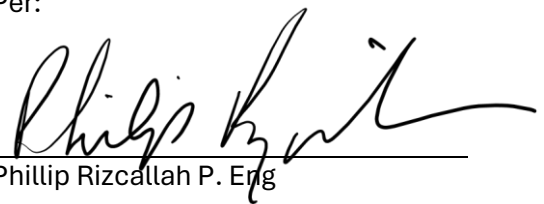
Federal law that regulates the activities of lobbyists in Canada. The *Lobbying Act* imposes certain disclosure requirements and provides the Commissioner of Lobbying with the mandate to establish and maintain a Registry of Lobbyists. The *Lobbying Act* also contains certain offence provisions and sanctions 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.

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 three (3) 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). Staff members who are not on the Registry have been notified verbally not to discuss Engineers Canada's views with 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 public-facing consultation. Additionally, when volunteers participate in in-person advocacy days, they are trained on how to engage with DPOHs.

Verified by: Nathan Durham, Manager, Public Affairs

Dated September 11, 2025

Per:



Phillip Rizcallah P. Eng
Chief Executive Officer

BRIEFING NOTE: For information

Advocacy Report: June 2024 – June 2025		2.6
Purpose:	To provide a summary of Engineer Canada’s annual federal advocacy efforts from June 2024 to June 2025	
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:	Nathan Durham, 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 2024 to June 2025 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 2024 – June 2025

Core Purpose 5: Advocating to the federal government

Advocacy Report: June 2024 – June 2025

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 2024-2025 parliamentary sessions and the 2025 federal election, 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 in preparation for a new federal government. 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:

7

submissions to
government
consultations
impacting the
engineering
profession

1. [Comments on the General Review of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership](#)
2. [Submission to the Standing Committee on Finance: Pre-Budget Consultations in Advance of Budget 2025](#)
3. [Submission to Federal Consultations on Informing an Industrial Strategy for Homebuilding](#)
4. [Submission to Federal Consultations on Building a Modern 21st Century Workforce](#)
5. [Submission to the Government of Canada's Consultation in Advance of the 2026 CUSMA Review](#)
6. [Submission to the Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities](#)
7. [Joint Submission with Geoscientists Canada in Response to Policy Notification 48R2](#)

Although the federal government typically releases a budget every spring, in 2025 no budget was tabled as planned due to 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. For example, we were key presenters and contributors to Natural Resources Canada’s [National Adaptation Platform and Plenary](#) event in Vancouver in February 2025, and we were invited to participate in discussions at the National Research Council regarding efficiency in the construction sector.

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. The following NPSs were reviewed and approved by the Regulators and the Board as per the Public Affairs Advisory Committee’s 2024-2025 workplan:

4

updated National
Position
Statements

Updated National Position Statements:

- [Artificial Intelligence Engineering Technology in Autonomous and Connected Vehicles](#)
- [Regulation of Coastal, Ocean and Related Subsurface Engineering](#)
- [The Role of Engineers in Protecting and Advancing the Public Interest \(Demand-Side Legislation\)](#)
- [Labour Mobility in Canada \(National and International Labour Mobility\)](#)

Engaging and educating parliamentarians and senior federal officials

In 2024-2025, the Public Affairs and Government Relations team actively engaged in 10 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.

10

meetings with
parliamentarians
and officials

- Senator Andrew Cardozo (Ontario)
 - Topic: Introduction to Engineers Canada
- Kelly Gillis, Deputy Minister, Housing, Infrastructure and Communities Canada
 - Topic: Federal housing and infrastructure policies, climate change adaptation

- Zachariah Downey, Director of Parliamentary Affairs, Minister of Transport and Internal Trade
 - Topic: Labour mobility provisions and the Canadian Free Trade Agreement.
- Shahad Khalladi, Deputy Director, Policy, Minister of Women and Gender Equality
 - Topic: Federal support for equity, diversity and inclusion initiatives in the engineering profession
- Mark Quinlan, Assistant Deputy Minister, Public Services and Procurement Canada
 - Topic: Changes to the federal procurement process and federal infrastructure portfolio
- Santina Vendra, Associate Director, Policy Modernization and Guidance Directorate, Public Services and Procurement Canada
 - Topic: Official Languages Act requirements in the federal procurement process
- Tanay Patel, Manager, Policy Modernization and Guidance Directorate, Public Services and Procurement Canada
 - Topic: Official Languages Act requirements in the federal procurement process
- John Burnett, Director, Stakeholder Relations, National Research Council
 - Topic: Stakeholder engagement initiatives through the National Research Council
- Gian-Luca Porcari, Acting Director, Codes Canada, National Research Council
 - Topic: The National Model Building Code requirements for professional involvement in certain residential construction
- Christine Roy, Director, Cross-Border Trade in Services, Global Affairs Canada
 - Topic: Professional services and regulatory considerations in ongoing international trade negotiations

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
- 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

BRIEFING NOTE: For decision

Extension of the evaluation date for the <i>Temporary exemption for students going on international exchange</i>		2.7
Purpose:	To extend the evaluation date for the <i>Temporary exemption for students going on international exchange</i> .	
Link to the Strategic Plan / Purposes:	Core purpose 1: Accrediting undergraduate engineering programs Strategic direction: Realizing accreditation and academic assessments	
Link to Corporate Risk Profile:	Decline in the value of accreditation (Board risk)	
Motion(s) to consider:	<i>THAT the Board, on recommendation of the CEAB, amend the re-evaluation date to 2029 for the Temporary exemption for students going on international exchange.</i>	
Vote required to pass:	Two-thirds majority	
Transparency:	Open session	
Prepared by:	Roselyne Lampron, Accreditation Program Advisor Ray Gosine, Chair, CEAB Mya Warken, Manager, Accreditation and CEAB Secretary	
Presented by:	Ray Gosine, Chair, CEAB	

Problem/issue definition

- On February 23, 2023, the Board approved the *Temporary Exemption for Students Going on International Exchange* (Temporary Exemption) through a standalone policy included as Appendix 18 to the [CEAB Accreditation Criteria and Procedures](#) (motion 2023-02-8D).
- The Temporary Exemption aimed to remove accreditation barriers to students going on international exchange. It provided an exception to the required number of accreditation units instructed by licensed professional engineers, also known as specified accreditation units (AU) requirements. The exemption applies to six accreditation criteria and *Appendix 1: Regulations for granting of transfer credits*, as described in Section 6 of the *CEAB Accreditation Criteria and Procedures*.
- When approved, the Temporary Exemption was to be “re-evaluated by the CEAB by June 2027 with a view to making a recommendation on its future status to the Engineers Canada Board, unless otherwise instructed to do so at an earlier date. Any re-evaluation will take into consideration the outcomes of Engineers Canada’s 2022-2024 Strategic Priority 1.1”.
- While it appears that the Temporary Exemption has removed accreditation barriers to students going on international exchange, according to data collected by Engineering Deans Canada (EDC), some institutions have not fully taken advantage of the policy. One reason could be that the June 2027 evaluation date does not give Higher Education Institutions (HEIs) enough time to fully implement the Temporary Exemption, given the time required to establish agreements with host institutions.

Proposed action/recommendation

- The CEAB recommends extending the evaluation date to June 2029 to provide HEIs with more time to take advantage of the Temporary Exemption until a permanent solution is established based on the final outcomes of the FEA Path Forward Report.
- The proposed date of June 2029:

- aligns with the duration of Engineers Canada’s strategic plan (2025-2029);
- covers a typical full accreditation duration (6 years) since the implementation of the Temporary Exemption; and
- allows HEIs additional time to develop international partnerships and collect participation data.

Benefits

- The amended evaluation date is in keeping with feedback from interest holders.
- The temporary solution remains in place while the work on *Realizing FEA* progresses, specifically recommendations #7, #8, and #9.

Risks

- The nature of the Temporary Exemption may continue to only partially resolve accreditation barriers for students going on international exchange. However, given that the implementation plan of the relevant FEA Path Forward Report recommendations is unknown, the CEAB is not yet in a position to make policy changes that would lead to a more permanent solution.

Financial implications

- There are no financial implications.

Consultation

- At their Spring meetings, EDC and EDC’s Deans’ Liaison Committee members spoke in favor of the proposal, emphasizing the need for a permanent solution to be developed.
- CEO Group members spoke in favor of the proposal at their May 2025 meeting.

Other options considered

- Maintain the 2027 re-evaluation date. This option could hinder progress made so far and would not be in keeping with feedback from EDC, HEIs, and CEO Group members.

Next steps (if motion approved)

- Communicate the decision to all interest holders.

Appendices

Appendix 1: *Temporary exemption for students going on international exchange* (See the amended re-evaluation date under Section 3 “Time Frame”)

Temporary Exemption for Students Going on International Exchange

1 Rationale

This Temporary Exemption for Students Going on International Exchange is a situation-limited policy intended to remove accreditation barriers to students enrolled in undergraduate engineering programs at Canadian Higher Education Institutions (HEIs) going on International Exchange as part of their degree program.

2 Definitions

For the sole purpose of this Temporary Exemption, the following terms are defined to provide clarity:

Engineers Canada's 2022-2024 Strategic Priority 1.1 – Investigate and validate the purpose and scope of accreditation: A fundamental review of the accreditation process to understand if there is a desire to adopt a new, national academic requirement for licensure as well as an updated purpose of accreditation. This work is anticipated to address several fundamental questions around accreditation, including the role of licensed engineering professionals in the teaching of undergraduate engineering. The final deliverable of this work is a forward-looking document providing direction to Engineers Canada, including the CEAB and CEQB, to implement systems aligned with the purpose of accreditation and the academic requirement for licensure in the future.

Learning Activities: typically consist of courses, but may include non-coursework requirements such as seminars, training sessions, or work terms as defined by the Program.

Home Institution: The degree-granting Canadian higher education institution (HEI) that has requested Accreditation Board accreditation for an engineering degree program that satisfies the academic requirements for the practice of engineering at a professional level.

Host Institution: The institution outside of Canada where International Exchange Students complete part of their academic studies for their undergraduate engineering degree program. These Host Institutions are recognized by Home Institutions to deliver high quality engineering education.

International Exchange: Academic study pursued by a student at a Host Institution which includes one or more Learning Activities which are taken for academic credit as part of a student's undergraduate engineering degree program at the Home Institution.

International Exchange Student: An undergraduate student enrolled in a CEAB-accredited program or a program seeking CEAB accreditation who participates in an International Exchange at a Host Institution.

International Exchange Processes and Procedures: The Home Institution's processes and procedures for students on International Exchange. During a CEAB accreditation evaluation, transfer credits that are granted from an International Exchange will only be accepted for meeting the academic program requirements for accreditation if the processes and procedures outlined in Section 7 of the Temporary Exemption are followed.

Accreditation Criteria cited in this document refer to the *Canadian Engineering Accreditation Board 2022 Accreditation Criteria and Procedures*.

3 Time Frame

The Temporary Exemption will be re-evaluated by the CEAB by June 202~~9~~⁷ with a view to making a recommendation on its future status to the Engineers Canada Board, unless otherwise instructed to do so at an earlier date. Any re-evaluation will take into consideration the outcomes of Engineers Canada's 2022-2024 Strategic Priority 1.1.

4 Applicability

The Temporary Exemption only applies to International Exchange Students at a Host Institution and only if the Temporary Exemption processes and procedures outlined in Section 7 are documented and followed.

5 Scope of the Temporary Exemption

This Temporary Exemption addresses accreditation barriers to students going on International Exchange, including those criteria relating to the curriculum content that must be delivered by faculty members licensed to practice engineering in Canada, and the percentage of a program that must be completed at the Home Institution.

6 CEAB Accreditation Criteria and Procedures Considered Under this Temporary Exemption

Several CEAB Accreditation Criteria and Procedures have been identified which are affected by this Temporary Exemption:

Criterion 3.3.1 Admission: There must be documented processes and policies for admission of students. Admission involving advanced standing, prior studies, transfer credits and/or exchange studies must be in compliance with the associated Accreditation Board regulations...

The Temporary Exemption applies only to undergraduate engineering students going on International Exchange. Advanced standing, prior studies, and transfer credits for admission of students are outside the scope of this exception.

Criterion 3.3.2 Promotion and graduation: Processes and policies for promotion and graduation of students must be documented. The institution must verify that all students have met all its regulations for graduation in the program identified on the transcript and that the curriculum followed is consistent with that of the accredited program. The program name must be appropriate for all students graduating from the program.

Engineering programs with students on International Exchange are required to implement and adhere to the processes and procedures specified in Section 7. The Home Institution's International Exchange Processes and Procedures must be submitted for review by the accreditation visiting team.

Criterion 3.4.4.1 A minimum of 600 Accreditation Units (AU) of a combination of engineering science and engineering design curriculum content in an engineering program shall be delivered by faculty members holding, or progressing toward, professional engineering licensure as specified in the Interpretive statement on licensure expectations and requirements.

International Exchange is exempt from this criterion if the verification process and procedures referenced in Section 7 are followed.

Criterion 3.4.4.4 A minimum of 225 AU of engineering design curriculum content in an engineering program shall be delivered by faculty members holding professional engineering licensure as specified in the Interpretive statement on licensure expectations and requirements.

International Exchange is exempt from this criterion if the verification process and procedures referenced in Section 7 are followed.

Criterion 3.4.8 The requirements for curriculum content must be satisfied by all students, including those claiming advanced standing, credit for prior post-secondary-level studies, transfer credits, and/or credit for exchange studies.

International Exchange is exempt from this criterion if the verification process and procedures referenced in Section 7 are followed.

Criterion 3.5.5 Professional status of faculty members: Faculty delivering curriculum content that is engineering science and/or engineering design are expected to be licensed to practise engineering in Canada...

International Exchange is exempt from this criterion if the verification process and procedures referenced in Section 7 are followed.

Appendix 1: Regulations for granting of transfer credits 1.4: There are no restrictions on transfers of credits among Accreditation Board-accredited programs; however, in all cases at least 50% of the program shall be completed at the home institution.

For International Exchange Students, this criterion is relaxed: at least 50% of the program must be completed at CEAB-accredited programs in Canada. Credits transferred based on domestic studies from programs abiding by the CEGEP credit transfer and feeder-institution credit transfer protocols described in Appendix 1 the *CEAB Accreditation Criteria and Procedures* will be considered part of a CEAB-accredited program.

Appendix 1: Regulations for granting of Transfer Credits clause 2.4.1: If transfer credit is granted for engineering science or engineering design, the home institution must verify, for example through a formal agreement, that the expertise, competence and professional status of the faculty are substantially equivalent to those of faculty delivering accredited programs in Canada;

International Exchange is exempt from this clause if the verification process and procedures referenced in Section 7 are followed.

Appendix 1: Regulations for granting of Transfer Credits clause 2.4.3: For transfer credits not covered under clause 2.4.1 [formal agreement between the home and exchange institution] or clause 2.4.2 [substantially equivalent programs, Washington Accord signatories, jurisdictions with which Engineers Canada has a mutual recognition agreement], at least 600 AU of engineering

science and engineering design (combined) and at least 225 AU of engineering design must be completed at and credit granted by the home institution.

International Exchange is exempt from this clause, but International Exchange Students are still subject to criterion 3.4.4 (A minimum of 900 AU of a combination of engineering science and engineering design: Within this combination, each of Engineering Science and Engineering Design must not be less than 225 AU). However, an International Exchange Student is not required to acquire these AUs at their Home Institution if the verification process and procedures referenced in Section 7 are followed.

7 International Exchange Processes and Procedures

The Home Institution must document the International Exchange Processes and Procedures. To implement the Temporary Exemption, the Home Institution's existing processes and procedures to evaluate transfer credits can be used.

7.1 Processes and Procedures to assess Learning Activities taken at a Host Institution

CEAB Accreditation Criteria and Procedures – Appendix 1, Regulation 1.2 requires the Home Institution to verify and provide evidence that the academic level of the Learning Activity for which credit is granted is equal to or above the academic level of the engineering program at the Home Institution. In addition, under this temporary exemption, the following processes and procedures apply:

- 1 The Home Institution must assess a list of proposed Learning Activities to be taken for each International Exchange Student.

Learning Activity equivalencies must be assessed by relevant Home Institution program representative(s) (program director, equivalent, or designate) in collaboration with other faculty members with specialized disciplinary knowledge, as required. Proposed Learning Activities to be taken on International Exchange do not need to be mapped to Learning Activities at the Home Institution on a one-to-one basis. Rather, the suite of Learning Activities to be taken on International Exchange will be evaluated for substantial equivalency on how it meets the specific program requirements for accreditation.

- 2 The Home Institution must have documented processes and procedures to verify that Host Institution Learning Activities for which transfer credits are granted carry at least the same number of AUs as the Home Institution learning activities as per CEAB curriculum content categories Mathematics, Natural Sciences, Engineering Science, Engineering Design, and Complementary Studies.

In the case of Host Institution Learning Activities with Engineering Science and/or Engineering Design content, a Home Institution program representative who is licensed to practice engineering in Canada must attest that the Host Institution Learning Activities are substantially equivalent to the Home Institution's Learning Activities.

7.2 Requirements for an Accreditation Visit

The Home Institution's processes and procedures as required by section 7.1 must be made available to the accreditation visiting team.

A description of the review process, including an indication of the person(s) responsible for signing off on Learning Activities and/or program equivalencies for the granting of transfer credits obtained on an International Exchange must be available to the visiting team. The responsible individual(s) must be prepared to describe and discuss the review process during the accreditation visit. Up to three examples of relevant documentation to demonstrate this process must be made available to the visiting team.

Approved February 2023

BRIEFING NOTE: For information

Q2 interim strategic plan reporting		3.3
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.
- Every quarter, the CEO reports to the Board on progress toward the plan's desired outcomes.
- The current report includes updates on work continuing from the 2022-2024 Strategic Plan.

Status update

- The strategic direction Realizing accreditation and academic assessments (commonly known as Realizing FEA or RFEA) is experiencing some delays due to resource constraints. Resources have been realigned to support this work. This strategic direction is expected to be back on track by the end of this year and be completed by the end of 2029. The Board will be engaged in discussion of this strategic direction under agenda item 3.4 of the current meeting.
- The strategic direction Realizing an inclusive profession is delayed by a quarter due to resource constraints. This work is expected to be completed by the end of the strategic plan in 2029.
- All other strategic directions are on track.

Next steps

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

Appendix

- **Appendix 1:** Q2 Interim Strategic Performance report

Interim Strategic Performance Report: Q2-2025

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

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

Reporting Information Sources

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

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

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

Section 1

Realizing a stronger federation

Status: 

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

Realizing accreditation and academic assessments

Status: 

Planned activities	Q1	Q2
Pillar: National Academic Requirement for Licensure Outcome: Regulators have trusted, efficient, inclusive and proactive systems that help them meet fairness requirements and maintain the authority for licensure. Outcome: The academic assessment requirements for CEAB graduates and non-CEAB applicants for licensure are aligned and fair.		
Establish a Full Spectrum Competency Profile (FSCP) Pilot Study Advisory Group working group <i>Indicator: Appropriate project governance is established</i> <i>Interest holders are actively participating in project activities.</i>	The competencies for the working group have been prepared and work is planned to confirm the governance approach. It is expected to be completed in Q2.	<ul style="list-style-type: none">• Delays in establishing an FSCP Advisory Group due to resource constraints and competing priorities.• Additional resources have been assigned.• Expect to be back on track by the end of Q3.
Hire an expert <i>Indicator: Consultant is engaged to create the competency profile.</i>	Upcoming in Q3.	<ul style="list-style-type: none">• Delays in hiring a consultant due to resource constraints and competing priorities.• Consultant has been hired.
Select competencies <i>Indicator: Interest holders are actively participating in project activities.</i>	Upcoming in Q4.	
Pillar: Accreditation Outcome: Accreditation is valued by regulators, educators, students and volunteers		
Decision from Engineers Canada Board to proceed on other FEA Path Forward recommendations <i>Indicator: Engineers Canada Board approves next steps</i>	All deliverables have been completed for Q1 except for education sessions. They will be completed in Q2.	<ul style="list-style-type: none">• Education and Ask me Anything sessions have been held.• Delay in education sessions due to the need to clarify sessions' objectives and resource constraints.• Additional recommendations from The Path Forward Report will be brought forward to the Board in October 2025 (Q3).

Realizing our role in sustainability

Status: 

Planned activities

Q1

Q2

Pillar: Board-approved initiatives

Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts

Adopt a new Environmental, Social, Governance (ESG) policy

Indicator: Policy approved by Engineers Canada Board

Conducted research on best practices and Engineers Canada's needs. Recommendations on integrating ESG in Engineers Canada's policies was presented to the Governance Committee for feedback.

Ongoing research to inform the final policy approach that will be presented to the Governance Committee and Board for approval by the end Q4.

Pillar: Scope our national role to support Regulators

Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts

Conduct environmental scan to compile emerging trends and similar organizations' practices

Indicator: Compile and publish environmental scan on our public website


Expert hired and working through literary review. Met with the Canadian Medical Association to learn about their journey and apology for harms to Indigenous Peoples.

The consultants have been selected and an outline of the environmental scan has been approved.

Realizing an inclusive profession

Status: 

Planned activities	Q1	Q2
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>	Completed a review of existing programs through intersectional lens and impact on system.	<ul style="list-style-type: none"> Due to continuing resource constraints, this project is behind schedule. It is anticipated that the creation of the theory of change narrative will be pushed to Q4 based on recent discussions with the CEO taskforce. The Regulator and employer consultations will be pushed into Q3.
Pillar: Fostering Truth & Reconciliation Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation		
Conduct environmental scan to compile emerging trends and similar organizations' practices <i>Indicator: Environmental scan is completed, and results are integrated into Engineers Canada's work</i>	Completed a consultation with the Indigenous Advisory Committee on a framework for the proposed scope of work towards truth and reconciliation.	<ul style="list-style-type: none"> We have consulted with the Indigenous Advisory Committee (IAC) on a framework for the proposed scope of work towards truth and reconciliation and K-12 Indigenous education literary review. We also have developed an RFP in consultation with the IAC to do the environmental scan.
Provide training to staff and volunteers <i>Indicator: Training has been provided to staff and volunteers</i>	Have provided HR will all contact information for delivery of training and requested it be part of the orientation process for new staff.	On track to provide training in Q3.

Realizing a fuller awareness of engineers		
Status: 		
Planned activities	Q1	Q2
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	
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>	Upcoming in Q3.	<ul style="list-style-type: none"> Initial discussion with regulator CEOs held at their July meeting. Initial feedback will inform ongoing consultation process and approaches going forward.
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>	Upcoming in Q2.	Two quarterly webinars completed with great success and uptake.
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>	Content has been published and is available online. Too early to establish engagement trend.	Information is provided online.
Pillar: Engineers in leadership Outcome: The public has an increased awareness of engineers' contributions to society		
Conduct an environmental scan including barriers and opportunities evaluation, executive interviews, and strategic recommendations <i>Indicator: Report is validated by advisory group to this work and Regulators</i>	Upcoming in Q2.	RFP for the environmental scan is in development, for release in Q3.
Create advisory group and project charter <i>Indicator: Advisory Group is struck by CEO</i>	Upcoming in Q3.	The project charter and advisory group creation will begin in Q3.

Section 2

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

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

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

Realizing accreditation and academic assessments

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

Realizing our role in sustainability

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

Realizing an inclusive profession

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

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

BRIEFING NOTE: For decision

Realizing Futures of Engineering Accreditation		3.4
Purpose:	To consider the next steps for the recommendations in the Futures of Engineering Accreditation <i>Path Forward Report</i>	
Link to the Strategic Plan / Purposes:	Strategic Direction: Realizing accreditation and academic assessments Core purpose 1: Accrediting undergraduate engineering programs	
Link to the Corporate Risk Profile:	Decline in the value of accreditation (Board risk)	
Motion(s) for consideration:	<p>Motion 1: <i>THAT the Engineers Canada Board task the Canadian Engineering Accreditation Board (CEAB) to develop and recommend for Board approval appropriate changes to accreditation criteria pursuant to Recommendations 7, 8, and 9 of the FEA Path Forward Report. The CEAB shall report back to the Board with proposed changes and implementation plans for consideration at a future meeting.</i></p> <p>Motion 2: <i>THAT the Engineers Canada Board approve an outcomes-focused accreditation summit in September 2026 (ref. FEA Path Forward Report recommendations 4, 5, and 6: Outcomes Focused Accreditation).</i></p> <p>Motion 3: <i>THAT the Engineers Canada Board approve future work by Engineers Canada staff and others (as applicable) on FEA Path Forward Report recommendations 11, 14, 17, and 18 (Return on Investments, Change Management, Industry Engagement, and Core Values).</i></p>	
Vote required to pass:	Simple majority	
Transparency	Open session	
Prepared by:	Trina Hubley, Vice President, Regulatory Affairs	
Presented by:	Trina Hubley, Vice President, Regulatory Affairs	

Problem/issue definition

- The Board received the Futures of Engineering Accreditation (FEA) Path Forward report on December 9, 2024.
- To date, two of the 18 recommendations have been actioned.
- The Board is charged with determining a course of action for the remaining 16 recommendations.

Background

- As part of the 2022-2024 Strategic Plan, Engineers Canada undertook a project referred to as the [FEA](#) project to investigate and validate the purpose and scope of accreditation.
- [Project reports](#) can be found on the FEA project website.
- The FEA [Path Forward Report](#) presented 18 recommendations and sets a foundation for the 2025-2029 Strategic Plan direction, [Realizing accreditation and academic assessments](#) (commonly known as Realizing FEA or RFEA).
- On December 9, 2024, the Board resolved (motion 2024-12-4D):
 - a) THAT the Path Forward Report be received by the Board for information.

b) THAT the Governance Review Task Force study the separation of the CEAB's policy-making functions from operational activities, per the Report's recommendation #15.

c) THAT the CEO initiate a pilot study in accordance with the Full Spectrum Competency Profile Pilot Study Terms of Reference, as refined from Report's recommendation #12, and its pilot approach.

d) THAT staff design and deliver a series of virtual information sessions to build knowledge about the implications of the Report's recommendations on the current accreditation system.

- The Board also agreed that Engineers Canada staff should continue to advise the Board, in due course, on additional recommendations from the FEA Path Forward Report.
- Continuing work is now being done under the Engineers Canada 2025-2029 strategic direction Realizing accreditation and academic assessments, which is being called Realizing FEA (RFEA).

Proposed action/recommendation

- Staff have prepared three proposals for the Board's consideration, presented separately as motions 1, 2 and 3. **Each motion is to be considered and voted on independently.** The outcome of one motion will not affect the consideration, discussion, or result of the other motions. Each proposal stands on its own and should be evaluated on its individual merits.

Motion 1: *THAT the Engineers Canada Board task the Canadian Engineering Accreditation Board (CEAB) to develop and recommend for Board approval appropriate changes to accreditation criteria pursuant to Recommendations 7, 8, and 9 of the FEA Path Forward Report. The CEAB shall report back to the Board with proposed changes and implementation plans for consideration at a future meeting.*

Description

- Recommendations 7 and 8 relate to faculty licensure accreditation criteria (7) and the desire to explore alternatives to those requirements (8). Recommendation 9 relates to student program exchange.
- Potential high-level steps to complete this work are:
 - The CEAB and EDC jointly endorse a statement that defines the purpose and outcomes for substantial and meaningful student involvement with licensed engineers.
 - The CEAB, in collaboration with EDC, reviews the existing accreditation criteria in light of the purpose statement.
 - The CEAB, in collaboration with EDC, revises accreditation criteria and develops an interpretive statement, providing higher education institutions (HEIs) and visiting teams with adequate latitude and flexibility to meet the criteria.
 - Per Board Policy 9, *Accreditation criteria and procedures report*, the CEAB consults with interest holders on revised criteria and the associated interpretive statement.
 - The CEAB recommends appropriate criteria changes to the Engineers Canada Board, informed by interest holder feedback, by October 2026.
 - The CEAB examines the *Temporary exemption for students going on international exchange* to determine an appropriate way forward in light of recommended criteria changes.
- CEAB work on these recommendations will be delineated in the 2026 CEAB workplan and, at all times, will be referenced back to the overarching RFEA activities and progress.
- The CEAB's recommendations are expected to be presented at the October 2026 Board meeting.

Considerations

Benefits

- The proposed approach leverages the work already:

- invested by the CEAB in their May 2024 thought paper *Reconsideration of Specific Accreditation Units (AUs) in the Assessment of Engineering Programs* and the subsequent discussions with accreditation interest holders.
- included within the scope of the CEAB's approved 2025 workplan, where the CEAB's Policies and Procedures (P&P) Committee and Engineering Deans Canada's (EDC's) Deans' Liaison (DLC) Committee are co-designing a joint statement defining the purpose and outcomes for substantial and meaningful student involvement with licensed engineers (FEA Path Forward Report recommendation 8).
- There is an opportunity to leverage new ways of working, as recommended in the FEA Path Forward Report, including co-design, and the development of revised accreditation criteria which are more outcomes-focused (and could assist in the future with work on FEA Path Forward Report recommendation #4, once approved).
- The proposal also aligns with the CEAB's Accountability in Accreditation (AinA) Committee's 2025 recommendation to identify alternatives to accreditation criteria requiring a minimum volume of engineering science or engineering design curriculum to be delivered by faculty members holding professional engineering licensure (colloquially referred to as specific AU criteria), based on interest holder feedback.

Risks

- Some accreditation interest holders may not agree that the specific AU criteria need to be re-examined as per the FEA Path Forward Report recommendation 7.
- However, there are interest holder groups who feel that the timing of the implementation of FEA Path Forward Report recommendations is already too slow and that these recommendations should proceed with little additional research / work.

Financial implications

- Budget has already been allocated for this work through the accreditation operational budget and/or the Realizing Futures of Engineering Accreditation strategic direction budget.

Other options considered

- The option to establish a new working group to undertake this work was considered but not pursued given the mandate of the CEAB, the status of work-in-progress by them, and the fact that the CEAB has existing expertise in accreditation criteria development.

Consultation

- Initial consultation on the CEAB's / EDC's joint statement (as drafted by the P&P Committee/DLC) (FEA Path Forward Report Recommendation 8) has taken place with regulator CEOs.

Motion 2: *THAT the Engineers Canada Board approve an outcomes focused accreditation summit in September 2026 (ref. FEA Path Forward Report recommendations 4, 5, and 6: Outcomes Focused Accreditation).*

Description

- The proposed action supports informed decision-making regarding outcomes focused accreditation, an important underpinning to many recommendations in the FEA Path Forward Report.
- The summit is envisioned as a two-day, in-person by invitation only session for interest holders in the Canadian engineering ecosystem to come together to be informed about, and have discussions around, moving to an outcomes focused accreditation model in Canada.

- Expected attendees: 120 (EC Board Directors, CEOs, CEAB, CEQB, NAOG; Pilot Study Advisory Group and RFEA Task Force; representatives from Engineering Deans Canada and engineering students; and Engineering Canada staff and external contributors and panelists).
- Engineers Canada staff would convene experts in outcomes focused accreditation internationally and from other similar regulatory systems.
- Specifically, the workshop would:
 - Explore the current Graduate Attributes (GA) / Continuous Improvement (CI) criteria.
 - Cover the following topics:
 - findings from the recent CEAB study on trends in compliance with GA/CI criteria.
 - Washington Accord requirements for full signatories relevant to outcomes-based accreditation/outcomes-based evaluation.
 - Key learnings from CEAB members who have recently participated on Washington Accord review teams and promising practices identified by members in their review of periodic and verification review reports in June 2025.

Considerations

Benefits

- Allows for Canadian engineering ecosystem interest holders to better understand outcomes focused accreditation and how success in other regions and regulated industries can form a basis for change in Canada.
- Allows decision-makers to become more informed before approving associated FEA Path Forward Report recommendations.
- Allows for other RFEA updates on any other work done to-date to a wide selection of interest holders, as appropriate.
- An in-person, single event is preferred to a series of consultations as it allows for all participants to receive the same information at the same time while also collaborating and sharing with one another.

Risks

- The summit will require a great deal of financial and human resources; early approval will allow for effective planning and implementation.

Financial implications

- The estimated budget for the summit has been included in the proposed 2026 budget. At present, the projected budget is approximately \$200k. The majority of this budget represents funding that was budgeted for, but not spent, in 2025.
- The organizing committee will examine the possibility of sponsorship.
- To reduce costs, the summit's date will be chosen to synchronize with already planned CEAB, CEQB, and NAOG meetings in September 2026.

Other options considered

- Attempting to inform the large cross-section of interest holders separately, without the summit, would not be feasible.

Consultation

- No additional consultation has been done to date.

Motion 3: *THAT the Engineers Canada Board approve future work by Engineers Canada staff and others (as applicable) on FEA Path Forward Report recommendations 11, 14, 17, and 18 (Return on Investments, Change Management, Industry Engagement, and Core Values).*

Description

- The proposed actions support the advancement of the RFEA strategic direction by allowing for work to be done on “housekeeping” recommendations (i.e. those recommendations which form the basis for future work in the accreditation system as well as work being done to implement the changes required).
- Recommendation 11, Return on Investment, aims to ensure that the work being done for RFEA provides value to both interest holders and the overall RFEA project work. It is proposed that
 - Engineers Canada staff will work with interest holders and consultants (as necessary) to:
 - Institutionalize collaborative design (co-design) in activities and initiatives within the scope of the Realizing FEA Strategic Direction, and
 - Enable collective stewardship through collaboration, consultation, and open communication.
- Work on Recommendation 14, Change Management, will support any transition to a future state required as a result of Engineers Canada Board approvals and associated work.
- Recommendation 17, Industry Engagement, will be actioned by increasing consultation with Industry and involving members of this interest holder group, where possible and applicable, in RFEA-related groups.
- To further Recommendation 18, Core Value, Engineers Canada staff will provide guidance, support, and meaningful leadership in all work done related to RFEA in the value categories (as applicable and when needed) of co-design, collaborative stewardship, transformative change, proactive support, fairness, and communication. Of note: while “outcomes-focused” was listed in the FEA Path Forward Report as a core value, this will be examined specifically under other Recommendations and will be considered out of scope for work on Recommendation 18.

Considerations

Benefits

- Allows for several “housekeeping” recommendations within the FEA Path Forward Report to be actioned, showing the Engineers Canada Board’s good faith in the RFEA project.
- Allows for best practices and proposed advantageous aspects to be undertaken as critical enablers of success.

Risks

- Resource availability.
- Interest-holder engagement and feedback will be very important to ensure there is a collective understanding of work being undertaken and next steps.

Financial implications

- All resources required for supporting activities and initiatives have been included in the estimated 2026 budget for RFEA.

Other options considered

- It would not make sense to outsource or otherwise chose an option different than having these recommendations undertaken by Engineers Canada staff given staff knowledge and skills and the interconnection with other RFEA activities.

Consultation

- No additional consultation has been done to date.

Next steps (if motions are approved)

- The Board will be kept apprised of progress against the agreed upon actions.

- Any changes to accreditation criteria will be brought to the Engineers Canada Board for approval.

Appendices

Appendix 1: FEA Path Forward Report consolidated recommendations

Consolidated recommendations

The complete recommendations appear below. Page references in square brackets indicate where the recommendations can be found in the report.

ACCREDITATION SYSTEM STRENGTHS

1. Identify and strategically integrate the system’s current strengths into the future framework. [[page 18](#)]

PURPOSE AND SCOPE OF ACCREDITATION

2. Endorse the revised purpose and scope of accreditation statements. [[page 23](#)]

DESIGN PARAMETERS FOR THE FUTURE ACCREDITATION SYSTEM

3. Adopt the outlined design parameters as a fundamental framework for the future accreditation system. [[page 27](#)]

OUTCOMES

4. Mandate a shift to an outcomes-focused accreditation as a cornerstone for future system change. [[page 29](#)]
5. Remove criteria related to the measurement of curriculum content with Accreditation Units (AUs). Focus on Graduate Attributes until a transition to the Full Spectrum Competency Profile can be completed. [[page 29](#)]

MINIMUM PATH

6. Retire the concept of the “minimum path”. [[page 30](#)]

FACULTY LICENSURE

7. Accept some of the recommendations presented by the Canadian Engineering Accreditation Board (CEAB) to address faculty license requirements, including:
 - a. The CEAB should endorse the principle that engineering programs must have substantial and meaningful involvement of licensed professionals in the education of future professionals.
 - b. The CEAB and visiting teams should interpret existing accreditation criteria related to the role of the professional engineer in the instruction of students in a manner that allows HEIs to have more flexibility with respect to mechanisms to facilitate



- substantial and meaningful involvement of licensed professionals in the engineering education process.
- c. The CEAB must require Higher Education Institutions (HEIs) to demonstrate that graduates have developed the expected level of understanding of, and commitment to, professionalism.
- d. The CEAB remove the Specific AUs criteria and the requirement for the significant design experience to be conducted under the professional responsibility of licensed faculty. [\[page 31\]](#)
- 8. Explore the development of alternate ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals. [\[page 32\]](#)

PROGRAM EXCHANGE

- 9. Formalize the CEAB's Temporary Exemption for Students Going on International Exchange by permanently integrating its core principles into accreditation policy. [\[page 33\]](#)

EDUCATIONAL CURRICULUM AND LEARNING ENVIRONMENT

- 10. Evaluate the feasibility of accepting HEI evaluations from provincial quality assurance bodies to streamline CEAB processes while maintaining compliance with the Washington Accord. [\[page 33\]](#)

RETURN ON INVESTMENT

- 11. Maximize the return on investment for all interest holders by incorporating new core values into the accreditation system, including co-design, collective stewardship, and more representative governance. [\[page 35\]](#)

FULL SPECTRUM COMPETENCY PROFILE (FSCP) PILOT STUDY

- 12. Initiate a pilot study to evaluate the feasibility of the FSCP according to the proposed Terms of Reference. [\[page 56\]](#)

SUBSTANTIAL EQUIVALENCE

- 13. Ensure that the FSCP, including the National Academic Requirement for Licensure (NARL), is substantially equivalent to the International Engineering Alliance (IEA) Graduate Attributes and Professional Competencies benchmark. [\[page 57\]](#)



CHANGE MANAGEMENT

14. Establish a dedicated task force to develop a change management plan for the strategic implementation of outcomes-focused accreditation. This plan should encompass the sequence of tactical steps to move from the current state to the desired state and address the potential emotional and psychological experience of change. [[page 60](#)]

GOVERNANCE

15. The Engineers Canada Board should establish two distinct bodies in accreditation: a policy body responsible for setting strategic direction, and an operational body focused on execution of policies. [[page 61](#)]
16. Establish a new dedicated oversight body for the FSCP. [[page 61](#)]

INDUSTRY ENGAGEMENT

17. Establish regular engagement opportunities with industry, leveraging existing mechanisms to gather ongoing feedback and insights. [[page 63](#)]

CORE VALUES

18. Adopt the outlined core values to guide implementation of these recommendations. [[page 66](#)]

BRIEFING NOTE: For information

Advancing collaboration and harmonization		3.6
Purpose:	To support the Regulators through Collaboration and Harmonization Initiatives	
Link to the Strategic Plan/Purposes:	Strategic Direction: Realizing a stronger federation	
Link to Corporate Risk Profile:	Diminished national collaboration (Board risk) Diminished scope and value of Engineering regulation (Board risk) Engineering is unwelcoming and exclusionary to underrepresented people in engineering (Board risk)	
Prepared by:	Philip Rizcallah, CEO	
Presented by:	Philip Rizcallah, CEO	

Problem/issue definition

- This item is being brought forward to provide the Board with a clear line of sight into the evolving needs of our Members (the Regulators) and the strategic implications for Engineers Canada.
- As regulatory environments shift (e.g. political pressures) and demands for harmonization and mobility increase, it is becoming evident that Engineers Canada may need to pivot its priorities and reallocate resources to remain responsive, timely, and relevant.
- Enhancing our national databases, improving member-facing programs, and advancing mutual recognition agreements are all critical steps toward supporting the Regulators more effectively and positioning Engineers Canada as a proactive national body in facilitating harmonization across jurisdictions.

Background

- Engineers Canada plays a pivotal role in supporting the provincial and territorial engineering regulators through national coordination and strategic initiatives.
- In response to evolving regulatory needs and the increasing importance of data-driven decision-making, Engineers Canada is undertaking a series of internal and external proactive collaboration and harmonization initiatives. These efforts aim to:
 - Modernize and align national databases, including membership and international institutions databases.
 - Enhance the value and accessibility of Affinity Programs for members.
 - Advance national harmonization efforts to reduce barriers to labour mobility and improve mutual recognition agreements.
 - Build confidence and support the next generation of engineers including underrepresented groups to choose engineering as a discipline in their academic studies and as a profession
- These initiatives are designed to strengthen the regulatory framework, improve service delivery, and foster a more unified national engineering profession.

Status update

- Database Modernization
 - A comprehensive review of existing national and membership databases is underway.

- Gaps in data consistency, accessibility, and integration across jurisdictions are in the preliminary identification stages.
- Preliminary work has begun on updating the International Institutions Database to better support credential recognition.
- Affinity Programs Enhancement
 - Discussions with program partners are underway and we continue to explore new benefits and improved delivery mechanisms.
- Harmonization and Labour Mobility
 - Engineers Canada continues to monitor Regulator needs to identify key barriers to harmonization.
 - Work is progressing on drafting updated mutual recognition agreements that reflect current mobility challenges and opportunities.

Next steps

- Database Initiatives
 - Implement phased upgrades to ensure interoperability and real-time data sharing capabilities.
- Affinity Programs
 - Develop a national communications strategy to promote program advantages to members.
- Harmonization and Mobility
 - Work with and educate those Regulators not currently recognizing mutual recognition agreements towards a process whereby they are recognizing those agreements, and we have consistent application across the country.

BRIEFING NOTE: For information

2026 draft budget and 2028 Per Capita Assessment		4.2
Purpose:	To provide the 2026 draft budget and 2028 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 Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Marisa Sterling, Chair, FAR Committee	

Background

- In December, the Board is responsible for:
 - approving Engineers Canada's 2026 budget, and
 - recommending to the Members the amount of the per capita assessment fee (PCAF) that will be in effect as of January 2028 ([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 2028, 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 16, 2025.
- 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](#). Of note, the unrestricted reserves, which have a target level of *no less than* \$1 million.
- 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:
 - 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
 - projected the 2025-2029 Strategic plan spending to be between \$1-\$1.5 million per year, which are to be funded from unrestricted reserves.

Status update

Draft budget

- Staff have prepared and attached the draft 2026 budget for the FAR Committee's consideration.
- As detailed in the appendices, the 2026 budget includes \$12.5 million in revenue and \$13.5 million in expenses:
 - Revenue is expected to increase by \$1,233,473 (11%) compared to 2025.
 - Operating expenses are budgeted at \$11.8 million, an increase of 2% or \$247,507 from 2025.
 - A total of \$1,473,824 in spending relates to delivery of strategic plan directions, which are to be partially funded by drawing down unrestricted reserves.
 - The proposed 2026 budget has an overall deficit of \$703,770.
- Based on the projected revenue, expenses and unrestricted reserve balances, it is proposed that the Board recommend to the Members that the 2028 per capita assessment fee be increased to \$12.00 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.
- The committee made two specific requests during its review:
 1. 2026 CEAB and CEQB budget items

The committee requested confirmation that both the CEAB and CEQB are aware and aligned with the proposals for their related 2026 budget items.

Status: This confirmation was received during their respective meetings in September.
 2. Exploration of a third PCAF scenario

The committee asked if it was possible to present a third PCAF scenario that would see higher increases to the per capita assessment fee to support larger, future projects that are currently in an exploration phase.

Status: Staff advised that it is premature to budget expenses for these potential projects, which would be necessary to justify a higher PCAF proposal.

Next steps

- Staff will update the 2026 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 2026 draft budget memo
- **Appendix 2:** 2026 revenue and portfolio detail analysis

Appendix 1: Engineers Canada 2026 draft budget memo

This budget has been drafted for discussion by the Engineers Canada Board of Directors on October 9, 2025.

Summary

Unless otherwise noted, the draft budget is in keeping with the budget envelope assumptions approved by the FAR Committee at its June 16, 2025, meeting.

- The 2026 budget includes \$12.5 million in revenue and \$13.3 million in expenses related to operations and delivery of the strategic plan directions.
- Capital expenditures for 2026 are estimated to be \$568,950.
- 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 \$1,473,824 in 2026, which is to be partially funded by drawing down the unrestricted reserves.
- Overall, the proposed 2026 budget has a deficit of \$703,770. With strategic projects excluded, the operating budget is in a \$770,054 surplus position.
- The projected unrestricted reserves balance at end of 2026 is \$6.5 million.
- It is proposed that the Board recommend to the Members that the 2028 Per Capita Assessment fee be set at \$12.00 per registrant, which is a \$1.00 increase compared to 2027.

A detailed breakdown of expenses and revenue are 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 2026 operating expenses are \$11.8 million, an increase of 2% or \$247,507 from 2025 when operating expenses were \$11.5 million.

The FAR committee approved the 2026 budget envelope assumptions which had an operating expense increase target of \$350,000. We are below this target due to the anticipated savings of \$100,000 for the new office lease coming due in July 2026.

Notes on revenue

Revenues are anticipated to increase by \$1,233,473, or 11%, compared to the 2025 budget. The positive variance is principally driven by the \$2 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:
 - 47 full time equivalents (FTEs), which is the same level of FTEs as 2025.
 - salary adjustments based on a salary band review for some employees, with others receiving a 1.6% cost of living increase. The CPI Increase of 1.6% is in-line with the Statistics Canada CPI rate for the 12-month period ending April 2025.
- The capital budget is based on a review of the organization's infrastructure needs including the new office lease and IT.

2026 Budget

The 2025 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: 2026 revenue and portfolio detail analysis.

Table 1 – 2026 Budget

Category	2026 Budget	2025 Budget	2026 Budget vs 2025 Budget \$	2026 Budget vs 2025 Budget %	Notes
Revenues:					
Revenue – Annual dues	3,320,979	2,586,883	734,096	28%	1
Revenue - Investments	518,681	562,587	(43,906)	-8%	
Revenue - National programs (Affinity)	8,636,075	8,044,292	591,783	7%	2
Revenue – DEI and outreach	70,000	118,500	(48,500)	-41%	3
Total revenues:	12,545,734	11,312,261	1,233,473	11%	
Operating Expenses:					
Accreditation	344,722	447,517	102,795	23%	4
Fostering working relationships	338,710	151,185	(187,525)	-124%	5
Services and tools	140,150	120,150	(20,000)	-17%	6
National programs	883,050	884,130	1,080	0%	
Advocating to the federal government	63,500	63,500	-	0%	
Research and regulatory changes	4,095	6,595	2,500	38%	
International mobility	129,202	98,714	(30,488)	-31%	7
Promotion and outreach	332,750	339,650	6,900	2%	
Diversity and inclusion	84,000	94,000	10,000	11%	
Protect official marks	170,000	166,902	(3,098)	-2%	
Secretariat services	967,283	982,981	15,698	2%	
Corporate services	8,318,219	8,172,850	(145,369)	-2%	8
Total Operating Expenses	11,775,681	11,528,174	(247,507)	-2.1%	
Operating Surplus/(Deficit)	770,054	(215,913)	985,966		
Project Spending:					
<u>2025-2029 Strategic Plan</u>					
Realizing accreditation and academic assessments	743,713	561,938	(181,775)	-32%	9
Realizing our role in sustainability	60,000	32,000	(28,000)	-88%	
Realizing a stronger federation	52,750	70,000	17,250	25%	
Realizing a fuller awareness of engineers	307,807	129,148	(178,659)	-138%	10
Realizing an inclusive profession	309,554	340,018	30,464	9%	

Total Project Spending	1,473,824	1,133,105	(340,720)	-30%	
Surplus/(Deficit)	(703,770)	(1,349,017)	645,247	-48%	

Notes on 2026 budget vs 2025 budget

1. The \$734,096 increase is mainly due the Per Capita Assessment Fee (PCAF) increasing to \$10 in 2026 from \$8 in 2025.
2. The \$591,783 increase is mainly due to TDI home and auto insurance program. TDI is predicting a 10% increase in sponsorships fees compared to 2025. This is due to a combination of increased customer policies and an increase in insurance premiums.
3. The \$48,500 decrease is due to the 2026 30 by 30 conference being integrated into the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT) two-day conference, which they will administer and manage.
4. The \$102,795 decrease is mainly due to fewer programs being visited in 2026 (14 visits to 57 programs), compared to 2025 (18 visits to 85 programs), resulting in a reduction in volunteer travel costs.
5. The \$187,525 increase is largely attributed to new funds being made available for a new collaboration and harmonization initiative to be advanced as a result of the “strengthen collaboration and harmonization” strategic priority. The selected regulatory collaboration and harmonization initiative will be directed by the regulators (CEOG).
6. The \$20,000 increase is mainly due to increased consulting fees for the development of guidelines on the public conduct of engineers and managing challenging complaints.
7. The \$30,488 increase is related to the cost of sending delegates to the annual IEA meeting in South Africa rather than sending delegates to Mexico in 2025 and sending a delegate to ABET’s annual meeting. These meetings are required to meet our commitments on international mobility, accreditation, and regulator support.
8. The \$145,369 increase is mainly due to salary increases driven by a mix of salary bands reviews or CPI increases of 1.6%. This is expected to be offset by \$100,000 in savings for the new office lease coming due in July 2026.
9. The \$181,775 increase in funding for Realizing accreditation and academic assessments is due to unspent funds in 2025 being transferred to 2026. The specific purpose of the transferred funding is for an outcomes focused accreditation summit, which will be brought to the EC Board for approval in October.
10. The increase in the Realizing a Fuller Awareness of Engineers strategic direction assumes a 2025 decision to proceed with national marketing efforts on a modest scale. For 2026, this is scoped at \$150,000.

2026 Budget – Total expenses by operational imperative, including staff costs

The following table is provided for analysis purposes. It shows proposed 2026 spending by core purpose including projects and staff salary and benefit cost (HR component), as represented in the corporate services budget.

Table 2 – 2026 Budget with staff allocations

Category	Expenses	HR component	Total	Allocation	Notes
CP 1 - Accreditation	1,088,435	803,219	1,891,654	15%	1
CP 2 - Fostering working relationships	338,710	134,358	473,068	4%	
CP 3 - Services & Tools	140,150	228,970	369,120	3%	
CP 4 - National Programs	173,050	483,077	656,127	5%	2
CP 5 - Advocating to the Fed. Gov't.	63,500	181,747	245,247	2%	
CP 6 - Research	4,095	27,662	31,757	0%	
CP 7 - Int'l Mobility	129,202	499,053	628,255	5%	
CP 8 - Promoting the profession	640,557	388,373	1,028,930	8%	
CP 9 - Diversity & Inclusion	323,554	267,753	591,307	5%	3
CP 10 - Protect official marks	170,000	57,281	227,281	2%	
Secretariat services	1,080,033	958,750	2,038,783	16%	
Corp Services	1,712,947	2,676,929	4,389,876	35%	
Total:	5,864,233	6,707,172	12,571,405	100%	

Notes

- 1 Includes accreditation business and the Strategic Direction Realizing accreditation and academic assessments.
- 2 Net expense with adjustment for related revenues of \$710,000.
- 3 Net expense with adjustment for related sponsorship revenues of \$70,000.

2026 Capital budget

Table 3 – Capital budget

Asset Type	2026 Budget	2025 Budget
Leasehold improvements and office furniture and equipment	\$510,000	\$20,000
Computer hardware	\$58,950	\$40,000
Total:	\$568,950	\$60,000

In 2026, \$58,950 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 \$510,000 will be used for renovations of the new office space.

Status of reserves

Board policy 7.12, *Net Assets* provides the ability of Engineers Canada to maintain adequate net asset levels and is considered an indication of safety, stability and a 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 \$2.5M 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
2025	2025 Opening balance	1,500,000	2,000,000	2,500,000	263,060	8,228,524	14,491,584	1
	Additions to capital assets				60,000	(60,000)		
	Amortization of capital assets				(204,709)	204,709		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2025 surplus/(deficit)					(768,551)		
	Projected 2025 closing balance	1,500,000	2,000,000	2,500,000	161,035	7,561,997	13,723,033	
2026	Additions to capital assets				568,950	(568,950)		
	Amortization of capital assets				(206,100)	206,100		
	Amortization of leasehold inducements				40,915	(40,915)		
	Projected 2026 surplus/(deficit)					(703,770)		
	Projected 2026 closing balance	1,500,000	2,000,000	2,500,000	564,800	6,454,462	13,019,262	
2027	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(210,222)	210,222		
	Amortization of leasehold inducements				40,915	(40,915)		
	Projected 2027 surplus/(deficit)					(307,330)		
	Projected 2027 closing balance	1,500,000	2,000,000	2,500,000	495,493	6,216,439	12,711,933	
2028	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(214,426)	214,426		
	Amortization of leasehold inducements				40,915	(40,915)		
	Projected 2028 surplus/(deficit)					(181,645)		2
	Projected 2028 closing balance	1,500,000	2,000,000	2,500,000	421,982	6,108,306	12,530,288	

Note 1 - Agreed to 2024 audited financial statements

Note 2 - See paragraph below for additional information

The current 2028 projected deficit of \$181,645 assumes that the 2028 Per Capita Assessment fee is set at \$12 by the Members in May 2026.

Three-year projection: 2026 -2028

The following table shows projections on future revenues and expenditures for the years 2026-2028.

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

Category	2026	2027	2028	Notes
Revenues:				
Revenue – Annual dues	3,321	3,689	4,067	1
Revenue – Investments	519	488	462	
Revenue – National programs	8,636	8,955	9,228	2
Revenue – DEI and outreach	70	70	70	
Total revenues:	12,546	13,201	13,827	
Operating Expenses:				
Accreditation	345	450	450	3
Fostering working relationships	339	339	339	
Service and tools	140	140	140	
National programs	883	883	883	
Advocating to the federal government	64	64	64	
Research and regulatory changes	4	4	4	
International mobility	129	129	129	
Promotion and outreach	333	333	333	
Diversity and inclusion	84	84	84	
Protect official marks	170	170	170	
Secretariat services	967	967	967	
Corporate services	8,318	8,213	8,213	4
Increase in operating expenses vs 2025	-	400	800	
Total Operating Expenses	11,776	12,176	12,576	
% Increase in operating expenses		3%	3%	
Operating Surplus/(Deficit)	770	1,026	1,251	
Projects Spending:				
2025-2029 Strategic Plan				
Realizing accreditation and academic assessments	744	-	-	5
Realizing our role in sustainability	60	-	-	5
Realizing a stronger federation	53	-	-	5
Realizing a fuller awareness of engineers	308	-	-	5
Realizing an inclusive profession	310	-	-	5
	1,474	1,333	1,433	
Total Project Spending	1,474	1,333	1,433	
Surplus/(Deficit)	(704)	(307)	(182)	

Notes on projections

1. Annual dues revenue assumes a PCAF of \$10 in 2026, \$11 in 2026 and increases to \$12 in 2027. The total number of members is predicted to increase by 1% in 2027 and increase by 1.1% in 2028.
2. TD affinity revenues are based on the 5-year projections provided by TD, which call for a 4.8% and 3.9% increase in 2027 and 2028, respectively, for Engineers Canada's portion.
3. Accreditation costs were increased by \$105,000 in 2027 and 2028 to reflect the lower volume of Higher Education Institution (HEI) visits in 2026, which is considered a low cycle year. The average expense per visit cycle is \$450,000.
4. Corporate services costs were decreased by an additional \$100,000 in 2027 and 2028 to account for the annual anticipated savings of the new office lease coming due in July 2026.
5. These budgets are based on the current planning for the strategic priorities (2025-2029) and will be adjusted as the projects progress. The \$1,333,000 and \$1,433,000 allocations included for 2027 and 2028 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 2026 through 2028.

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

Proposed 2028 Per Capita Assessment Fee

As per section 7 of the Engineers Canada [Bylaw](#), the Board must provide a proposal for the 2028 Per Capita Assessment Fee (PCAF). Projections for the 2029 and 2030 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 2028 and is increased 2% year-over-year for 2029 and 2030.
2. The revenue received from affinity programs is based on projections from the program providers.
3. Operating expenses will increase 3% from 2027 to 2030.
4. Spending from 2028 to 2030 on the new strategic directions will increase \$0.1M 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 \$12.00 PCAF in 2028, \$12.00 in 2029, and \$13 in 2030.

Statement of Operations (in 000's)

	PCAF=				
		\$12	\$12	\$13	
Category	2026 Budget	2027 Projections	2028 Projections	2029 Projections	2030 Projections
Total Revenues	12,546	13,201	13,827	14,139	14,819
Total Operating Expenses	11,776	12,176	12,576	12,976	13,376
% Increase/(decrease) in operating expenses		3%	3%	3%	3%
Operating Surplus/(Deficit)	770	1,026	1,251	1,163	1,443
Total Project Spending	1,474	1,333	1,433	1,533	1,633
Surplus/(Deficit)	(704)	(307)	(182)	(370)	(190)

Unrestricted Reserve Projections (in 000's)

	2026 Budget	2027 Projections	2028 Projections	2029 Projections	2030 Projections
Opening balance	7,562	6,454	6,216	6,108	5,812
Additions to capital assets	(569)	(100)	(100)	(100)	(100)
Amortization of capital assets	206	210	214	214	214
Amortization of leasehold inducements	(41)	(41)	(41)	(41)	(41)
Projected surplus/(deficit)	(704)	(307)	(182)	(370)	(190)
Projected closing balance	6,454	6,216	6,108	5,812	5,696

Scenario 2: Assumes a \$11.00 PCAF in 2028, \$12.00 in 2029, and \$13 in 2030.

Statement of Operations (in 000's)

	PCAF=				
		\$11	\$12	\$13	
Category	2026 Budget	2027 Projections	2028 Projections	2029 Projections	2030 Projections
Total Revenues	12,546	13,201	13,488	14,139	14,819
Total Operating Expenses	11,776	12,176	12,576	12,976	13,376
% Increase/(decrease) in operating expenses		3%	3%	3%	3%
Operating Surplus/(Deficit)	770	1,026	912	1,163	1,443
Total Project Spending	1,474	1,333	1,433	1,533	1,633
Surplus/(Deficit)	(704)	(307)	(521)	(370)	(190)

Unrestricted Reserve Projections (in 000's)

	2026 Budget	2027 Projections	2028 Projections	2029 Projections	2030 Projections
Opening balance	7,562	6,454	6,216	5,769	5,473
Additions to capital assets	(569)	(100)	(100)	(100)	(100)
Amortization of capital assets	206	210	214	214	214
Amortization of leasehold inducements	(41)	(41)	(41)	(41)	(41)
Projected surplus/(deficit)	(704)	(307)	(521)	(370)	(190)
Projected closing balance	6,454	6,216	5,769	5,473	5,357

Recommendation for the 2028 Per Capita Assessment Fee (PCAF):

Based on the above, it is recommended that the PCAF increase by \$1.00 to \$12.00 for 2028 (scenario 1), which will result in an increase in revenues of \$339K in 2028 in comparison to the 2027. Under this scenario and coupled with the projected operating cost increase in of 3% in 2028, we are projecting to achieve a surplus operating budget of \$1.2M. With strategic project spending of \$1.4 million in 2028, we are projecting an overall deficit of \$182K. This would result in an unrestricted reserve balance of \$6.1 million at the end of 2028, above the Board-mandated minimum of \$1 million. In addition to partially funding strategic direction projects, the unrestricted reserves supplement the \$2.5M balance in the restricted contingency reserve to ensure that Engineers Canada has three to six months of operating expenses in reserve.

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 2026 budgeted expenses.

2026 Budgeted Operating Expenses	\$11,775,681
2026 Budgeted Project Expenses	<u>\$1,473,824</u>
	<u>\$13,249,505</u>
Projected number of Members in 2026	332,098
Value Per Member in 2026	<u>\$40</u>

Appendix 2: 2026 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 88% of the 2026 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, spring meetings, outreach programs, and Engineering Deans Canada (EDC) revenues. These five (5) components make up 8% of total revenues. The final 4% of revenues are made up of income and appreciation of investments, rent revenue, and interest earned on bank balances.

Budget details

Number	Description	2026 Budget	% of Total	2025 Budget	Change
1	Affinity and Insurance Programs Revenue	7,738,575	61.7%	7,146,792	591,783
2	Provincial Annual Dues Revenue	3,320,979	26.5%	2,586,883	734,096
3	SPLIP Revenue	710,000	5.7%	710,000	-
4	Changes in the Fair Value of Investments	200,000	1.6%	200,000	-
4	Investment Income	260,000	2.1%	300,000	(40,000)
5	Awards Sponsorship Revenue	175,000	1.4%	175,000	-
6	DEI and Outreach Sponsorship Revenue	70,000	0.6%	118,500	(48,500)
7	EDC Revenue	47,881	0.4%	45,787	2,094
8	Rent Revenue	6,000	0.0%	12,000	(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		12,545,734	100%	11,312,261	1,233,473

Rationale for 2026 budget:

1. The affinity program revenues for 2026 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 2026 TD Insurance revenues are calculated based upon the total written premium value for 2025. This figure will not be known with certainty until early in 2026. The 2026 estimate is based upon total written premium projections of \$467M 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 2026 membership projections received (332,098 members vs the 2025 budget of 323,360), and the \$2 PCAF increase (from \$8 in 2025 to \$10 in 2026), Engineers Canada is predicting an increase of \$734K in annual dues.
3. SPLIP program revenues are based on estimates for 2026 participation levels. This is a flow-through revenue which is offset by an equivalent expenditure.

4. A budgeted decrease of \$40K in investment income is mainly due to the decrease in our overall investment portfolio since funds have been withdrawn to cover the 2025 deficit.
5. Awards sponsorships are the same as in 2025. This is a flow-through revenue which is offset by an equivalent expenditure.
6. Seventy thousand dollars in 2026 sponsorship revenue is flow-through funding fully offset by an equivalent EDI 2026 portfolio expense, reflecting the repositioning of 30 by 30 initiatives. Revenue is lower than 2025 because the 2026 30 by 30 conference will be integrated into the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT) two-day conference, which they will administer and manage.
7. Engineering Deans Canada (EDC) revenue is a flow-through revenue that is offset by an equivalent expenditure.
8. Rent revenues are realized from sub-leasing space at the Engineers Canada office.
9. AGM sponsorship revenue is expected to remain the same in 2026. 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 are 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, Accreditation system improvements, and National intake and academic assessment services business case.

Budget details:

Cost element	2026
1. Accreditation business	\$344,722
2. SD-Realizing accreditation and academic assessments	\$743,713
Totals	\$1,088,435

Rationale for 2026 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, EDC, and the Canadian Engineering Education Association (CEEA), and the cost to produce the Accountability in Accreditation annual report. Travel costs account for 48% of this cost element.
2. This project will continue work put forth 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 exposure to engineering professionals, housekeeping recommendations, and outcomes focused accreditation. Costs are related to a psychometrician, consulting fees, a systems change consultant, travel, event planning/management/implementation, and a resource to support an environmental scan/writing. There is also an FTE backfill to support this project.

Considerations for the Board:

- The CEAB's total 2026 operating budget is \$537,822 versus \$634,712 in 2025. This is the total of cost element 1 above 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	2026
1. Officials Groups	\$98,700
2. CEO Group	\$40,010
3. Strengthen collaboration and harmonization	\$200,000
Totals	\$338,710

Rationale for 2026 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 three (3) 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), as identified by the CEO Group in conjunction with Engineers Canada staff and approved by the Board. 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/initiative has 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	2026
1. CEQB work plan items (as currently proposed)	\$76,150
2. National Membership Database- maintenance	\$64,000
Totals	\$140,150

Rationale for the 2026 budget:

1. This includes budget for the delivery of the proposed CEQB 2026 work plan, as follows:

Begin development of a guideline on the public conduct of engineers	\$30,000
Development of a guideline on managing challenging complaints	\$37,000
Guideline on the use of new technologies in engineering	In-house
Review of 2018 Regulators guideline on academic assessment of non-CEAB applicants	In-house
Various outreach activities	\$9,150
TOTAL	\$76,150

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

Considerations for the Board:

- The CEQB's total 2026 budget is \$184,062, versus \$173,381 in 2025. 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.
- The CEQB uses consultants to support the delivery of some work plan items.
- The majority of work undertaken by the CEQB is multi-year and items will carry forward to 2026.
- 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 six (6) Regulators upload data about their own applicants (with three (3) others 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	2026
1. Affinity programs	\$168,050
2. Secondary Professional Liability Insurance Program (SPLIP)	\$715,000
Totals	\$883,050

Rationale for 2026 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	2026
1. Legislative monitoring	\$39,950
2. External Public Affairs consultant	\$20,000
3. Public policy initiatives	\$1,000
4. Public affairs outreach	\$2,550
Totals	\$63,500

Rationale for 2026 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 2026, 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 and represent Engineers Canada 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 Panel Plenary 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, ensuring 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	2026
1. Research – Conferences	\$4,095
Totals	\$4,095

Rationale for 2026 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](https://www.engineerhere.ca) website, International Institutions and Degrees Database (IIDD), and customer support to Regulators and the public).

Budget details:

Cost element	2026
1. International organizations (IEA)	\$65,115
2. US-based organizations (ABET, NCEES)	\$12,143
3. Foreign credential recognition tools and conference	\$39,744
4. Mobility register maintenance	\$12,200
Totals	\$129,202

Rationale for 2026 budget:

1. This includes the costs for four (4) people to attend the annual meeting of the International Engineering Alliance (IEA) in South Africa, as well as the annual membership fees.
2. This includes the costs for two (2) people to attend the annual meeting of the National Council of Examiners for Engineering and Surveying (NCEES) in the US.
3. This includes the cost to host and maintain the International Institutions and Degrees Database (IIDD), as well as the cost of upkeeping the EngineerHere.ca website and implementing Regulator-requested updates.
4. This represents the annual operating costs for the new 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	2026
1. Promotion and outreach	\$134,000
2. Awards, scholarships, and fellowships	\$198,750
3. SD-Realizing a fuller awareness of engineers	\$307,807
Totals	\$640,557

Rationale for 2026 budget:

1. This includes the [Forward Engineering Collective](#), which is an initiative that brings together educators, industry leaders, and community organizations united in a shared mission to propel K-12 STEM education, with an explicit focus on the 'E'. This also supports our work with post-secondary student federations as outlined in our MOUs with the Canadian Federation of Engineering Students (CFES) and EngiQueers Canada. It supports work with the National Collaborative Outreach Initiatives (National Engineering Month, Community of Practice for Regulator Outreach Staff, Engineering Graduates and EIT/MIT Programming.)
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 build on the review of the Building Tomorrows campaign undertaken in consultation with the regulators and Engineers Canada Board, finalize our national marketing approach, and begin implementation of a campaign before the end of the year. We will continue to build out our Pathway to Engineering program to support licensure of engineering graduates through webinars, development and distribution of marketing and promotional events and resources that support our regulators and engineering employers and support regulatory harmonization of mentorship programs and outreach initiatives. We will also advance the public interest and safety value that engineers bring to boards and senior leadership of corporations and public bodies.

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	2026
1. SD-Realizing an inclusive profession	\$309,554
2. Ongoing equity, diversity and inclusion (EDI) work	\$84,000
Totals	\$393,554

Rationale for 2026 budget:

1. We will start to implement a national strategy for recruitment and retention. We will reposition the 30 by 30 initiative and in partnership with the Canadian Coalition for Women in Engineering, Science, Trades and Technology (CCWESTT) organize a national conference. Engineers Canada has already received 30 by 30 conference sponsorship commitments equal to \$70,000; therefore, \$70,000 of this cost is a flow-through. We will work with the regulators to identify opportunities for collaboration and harmonization related to our work towards truth and reconciliation. We will continue to progress an employer champion program.
2. This budget includes ongoing EDI work under Core Purpose 9, including:
 - engaging and supporting the Indigenous Advisory Committee (IAC) and the Decolonization and Indigenization in Engineering Education Network (DIEEN), and
 - Investment 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	2026
1. Trademark enforcement	\$162,000
2. Texts and subscriptions	\$8,000
Totals	\$170,000

Rationale for the 2026 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 accurate number of potential trademark oppositions in 2026; however, it is noted that the number of active oppositions has been steadily growing in the past three years. The budget of \$162,000 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 2025, there are about 54 active proceedings and three (3) potential hearings that have been identified.
2. This includes the costs to maintain subscriptions to online legal research databases for one (1) user.

Considerations for the Board:

- None identified

Secretariat services

Portfolio: Secretariat services

Description: This portfolio contains all the Board Responsibilities, and the expenses related to supporting the Board, its committees, EDC, and the Strategic Directions (SD), Realizing role our in sustainability, and Realizing a stronger federation.

Budget details:

Cost element	2026
1. Board and committee meetings	\$600,750
2. CEAB meetings	\$193,100
3. CEQB meetings	\$107,912
4. President's travel	\$17,640
5. Engineering Deans Canada (EDC)	\$47,881
6. SD-Realizing our role in sustainability	\$60,000
7. SD-Realizing a stronger federation	\$52,750
Totals	\$1,080,033

Rationale for 2026 budget:

1. This includes costs for: the Board's February, April, May, October, and December meetings, the May Annual Meeting of Members (AMM), 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 (or their designate) to attend two (2) EDC meetings and maintain a relationship with the group. It also includes the costs for a contractor to provide secretariat services to the EDC. EDC pays Engineers Canada for this service.
6. This includes 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.
7. This includes costs for: an external consultant who will complete the governance review by socializing proposed solutions for governance system issues with the twelve (12) Regulators and presenting a final report to the Governance Review Task Force and Board.

Considerations for the Board:

- The CEAB's total 2026 budget is \$537,822 versus \$634,712 in 2025. Costs for delivery of ongoing accreditation work items are included in the accreditation portfolio detail analysis.
- The CEQB's total 2026 budget is \$184,062 versus \$173,381 in 2025. 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:

\$ 77,825	February (winter) meeting
\$ 87	April (early spring) meeting (virtual meeting)
\$ 245,435	May (spring) meeting and AMM
\$ 117,590	June Board workshop (NFLD location)
\$ 98,450	October (fall) meeting
\$ 5,620	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	2026
1. Administration and finance	\$525,981
2. Executive expenses including corporate memberships and CEO travel	\$97,109
3. Communications	\$99,507
4. Facilities and office expenses	\$581,520
5. Human resources	\$6,833,672
6. Information technology	\$137,340
7. Organizational excellence	\$43,090
Totals	\$8,318,219

Rationale for the 2026 budget:

1. This includes expenses such as corporate insurances, audit fees, investment advisor fees, bank service fees, the accounting software subscription, and amortization of \$206,100.
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 and the Daily Media Report.
4. This includes rent of \$509,400, spending on office services and supplies, telephone costs, and facilities repairs and maintenance.
5. This includes all salaries and benefit costs, as well as human resources related costs such as recruitment, parental leave top-ups, staff training, consultant fees, and 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, event management software (Pheedloop), planning software (Envisio), evolving our volunteer management program, and upholding Engineers Canada's ongoing commitment to excellence.

Considerations for the Board:

- None identified.

BRIEFING NOTE: For information

Canadian Engineering Accreditation Board (CEAB) draft work plan		4.4
Purpose:	To inform the Board of the CEAB's planning activities for 2026, which are scheduled for final approval in December 2025	
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 the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Prepared by:	Mya Warken, Manager, Accreditation, and Secretary, CEAB	
Presented by:	Ray Gosine, Chair, CEAB	

Problem/issue definition

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

Background

- The CEAB accredits undergraduate engineering programs and is in part accountable for managing risks and identifying opportunities associated with mobility of work and practitioners internationally.
- The draft workplan is discussed by the CEAB at their 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 workplan is informed by:
 - The accreditation-visit and Washington Accord-decision schedules
 - Feedback from Engineering Deans Canada, Canadian Federation of Engineering Students, Regulators, and other interest holders
 - Results from the annual [Accountability in Accreditation report](#)
 - Changes to the engineering educational and/or accreditation environment
 - Direction from the Engineers Canada Board
 - Multi-year initiatives or those which span two calendar years approved in previous years' workplans
- The 2026 draft workplan anticipates work contemplated under meeting agenda item 3.4 (Realizing FEA).

- 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.
- Work focussing on improving documentation and quality within CEAB continues, with a focus 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 at their September 19-20, 2025, meeting.
- The final 2026 CEAB work plan will be presented to the Board, for approval, at its December meeting.

Appendix

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

CEAB work plan 2026

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

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

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

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

BRIEFING NOTE: For information

Canadian Engineering Qualifications Board (CEQB) draft work plan		4.5
Purpose:	To inform the Board of the planning activities of the CEQB in 2026, for final approval in December 2025	
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:
 - CEQB's standard six-year cycle for document reviews
 - New work plan item proposals submitted and prioritized by CEQB members
 - The national practice, admissions, and discipline & enforcement officials groups
 - Individual Regulator feedback
 - The CEO Group
 - Direction from the Engineers Canada Board
 - Multi-year initiatives or those which span two calendar years approved in previous years' workplans
- 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.
- Work focussing on improving documentation and quality within CEQB continues, along with ongoing initiatives to train CEQB members

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 2026 CEQB work plan

Draft CEQB work plan 2026

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

A. Priorities carried forward from previous years

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

B. Additional 2026 priorities

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

experience using competency-based assessment			
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C. Ongoing review of examinations syllabi and associated textbooks

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

D. New review of examinations syllabi and associated textbooks

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



CEQB Response to the Futures of Engineering Accreditation Path Forward Report

July 29, 2025

Questions concerning the content of this document should be directed to:

Ryan Melsom
Manager, Qualifications and CEQB Secretary
Engineers Canada
Ryan.Melsom@engineerscanada.ca

Dear Mr. John van der Put, President, Engineers Canada and Mr. Philip Rizcallah, CEO, Engineers Canada,

The Canadian Engineering Qualifications Board (CEQB) would like to provide the following official response to the Futures of Engineering Accreditation Path Forward Report (“the Report”) issued in Fall 2024. The following comments reflect CEQB’s sincere desire to cooperate with Engineers Canada and its owners to realize a positive outcome in transforming engineering education accreditation and the broader academic assessment system within which it is integrated.

Executive Summary

The Report is a comprehensive summary of the Futures of Engineering Accreditation (FEA) vision which makes important recommendations aimed at transforming engineering education in Canada. The CEQB appreciates the acknowledgement in the Report that the number of non-CEAB applicants is increasing, as our mandate includes the creation of resources and facilitation of information complementary to the CEAB, in support of the licensure of professional engineers in Canada. Given that the CEQB provides supports and tools for regulator admissions practices, integration of its expertise and longstanding knowledge would be highly beneficial as Engineers Canada takes further steps on this work. Notwithstanding, the CEQB supports and endorses the revised purpose and scope of accreditation statements, and, in particular, that accreditation is not only for the regulators anymore, but can be expanded to achieve broader and multiple objectives, recognizing that there are more interest holders in the Engineering Education ecosystem.

Support for Recommendations

The Report proposes a Full-Spectrum Competency Profile (“FSCP”) that was developed as a collaborative vision of ideal competencies for an engineer of the future to have. CEQB wishes to stress that collectively we very much like this vision, and we applaud the efforts of those who proposed it. The report also proposes that a subset of the FSCP becomes a new National Academic Requirement for Licensure (“NARL”), which is intended to be applied to both CEAB and non-CEAB applicants at the time of their assessment for admission. Implicit in this decision was the ease with which this standard could be implemented in Canadian engineering schools teaching to these same outcomes.

A challenge in assessing non-technical competencies of the NARL, such as EDI, project management, collaboration, etc., is that these are not taught by all foreign institutions, not valued inside some foreign countries, or not detectable in from a student transcript alone. Under the proposed competencies in NARL standard, non-CEAB applicants will have to demonstrate non-technical competencies in other ways: write additional examinations, take courses, do interviews, etc. Several important questions arise here: If the expectation is that non-CEAB graduates have

these non-technical competencies, will this create additional barriers to their licensure, and if so, how could these be mitigated? Furthermore, If non-CEAB applicants are expected to meet these competencies, do regulators have an obligation to provide courses or training materials in these areas? If the Canadian system is to evolve, it will ideally do so in a way that provides fair and equitable treatment for all applicants.

It is also important to note, based on previous CEQB research, that removing a quantitative standard may lead to unfair assessment practices. According to the CEQB's *Regulators Guideline on the Academic Assessment of Non-CEAB applicants* ("the Guideline), "A minimum quantitative threshold for breadth and depth is recommended [to regulators] to ensure consistency in treatment and outcome [in academic assessments]." A quantitative measure helps to ensure *substantive* fairness—in this case, the idea that for processes to be fair, assessments must be individualized and "should be primarily quantitative and partly qualitative".ⁱ

As such, the CEQB supports the recommendations in the Report and encourages using a comprehensive balance of quantitative and qualitative assessments, such that both individualization and harmonization is achieved in professional licensure, and that the system is developed in way that makes provisions for fairness and objectivity.

Support for Engineering Experience

The roles of a physician, dentist, nurse, or architect (and others described as examples in the Report), are universally understood. Specific job experience is imbedded within the formal curriculum of these degrees, such that when one graduates from the formal education, they are ready to begin work in their profession almost immediately.

Laboratories in engineering education, on the other hand, are intended to deepen understanding by providing practical experimental skills and by providing introductions to simulation and modeling, processing and characterization techniques, all with the aim of developing technical proficiency. This allows engineering to remain a flexible profession that is capable of innovative problem-solving in established and emerging domains. At assessment, a decision is simply made by a reviewer on whether the education is "engineering". Emerging disciplines or engineering degrees not offered in Canada are currently mapped, compared, and validated as "bodies of knowledge" by referencing and combining the CEQB syllabi, which are based on CEAB program inputs. In other words, the existing non-CEAB assessment system contains inherent flexibility when it comes to assessing the inherent diversity in the definition of engineering.

The Report acknowledges that the NARL standard would be very innovative and forward-looking. The complication is not, however, in the vision of NARL or the FSCP—in fact, these are excellent aspirations that the CEQB wishes to acknowledge and encourage. The issue is where the academic standard is situated on the path to licensure. If the FSCP standard is situated as the endpoint of the licensure spectrum (i.e. education plus experience requirements) and its subset, NARL, is positioned as the threshold for academic minimums, how would these key points apply to a non-

CEAB degree (international or non-engineering) as well as CEAB degree? For a non-CEAB applicant who may have come from a significantly different educational context, would the NARL be creating additional barriers on the pathway to licensure? How would these be addressed?

In the current ecosystem, engineering degrees of diverse curriculum are welcomed with the need for only modest confirmation. To put it succinctly: *The CEAB degree is simply the threshold of maximum possible regulator confidence in an applicant's academics*

The CEQB's Path Forward

The CEQB proposes two actions for consideration to help move the FEA project forward:

1. Acknowledge that the CEAB degree is simply the threshold of *maximum* confidence, and approach NARL-related decisions with this mindset. Non-CEAB degree holders should pass an agreed upon minimum knowledge threshold, defined by a tool akin to the CEQB syllabi, and then be required to undertake supplementary activities (e.g. training, specified CPD modules, etc.) to establish the same level of confidence as holders of CEAB degrees.
2. As part of the next steps for FEA, incorporate the concept that for non-CEAB applicants, certain competencies gained through a CEAB education can only be gained through work experience gained on the path to licensure. This will give non-CEAB applicants from all countries a much wider doorway of entry, without additional obstacles. It will also recognize that current license holders have already met the minimum academic requirement, and it will leave open the option for them to pursue FSCP qualities via CPD. The CBA process could be aligned to the FSCP elements, and CEAB degree-holders could receive exemption from this aspect of CBA, noting that the standard for licensure in certain areas exceeds the standard for graduation.

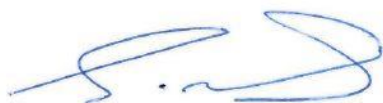
Final Comments

While Dr. David Lynch was serving as Engineers Canada's President (2019-2020), standardizing, and defining a fall-back route to licensure became part of the CEQB's work plan. Regulator staff and their Academic Review Committees, fairness commissioners, independent legal counsel, experienced CEQB members, and Engineers Canada staff all investigated this topic together over a two-year period.

Considerable resources have already been dedicated to the advancement of the FEA project and its successor in the 2025-2029 strategic plan, but there is an excellent opportunity now to leverage the CEQB's expertise as a nationally focused, geographically representative body made up of diverse experts from academia, industry, and the public sector.

The CEQB would welcome the opportunity to discuss these recommendations further and to collaborate on an approach that provides a defensible, fair, and equitable means for assessing non-CEAB applicants. In fact, it is our collective view that our involvement is critical to realizing a transformed system of academic assessment, particularly for non-CEAB applicants.

Cordially, and on behalf of the Canadian Engineering Qualifications Board,



Sam Inchasi, CEQB Chair

¹ *Regulators Guideline on the Academic Assessment of Non-Canadian Engineering Accreditation Board Applicants* (Members-only site). <https://engineerscanada.ca/regulators-guideline-on-the-academic-assessment-of-non-canadian-engineering-accreditation-board-applicants>