AGENDA

242nd ENGINEERS CANADA BOARD MEETING

December 3, 2026 | 10:00am – 4:00pm ET

Virtual delivery | Zoom details are provided via outlook calendar invitation

Reference materials: Board Policy Manual | Bylaw | Corporate Risk Profile | Strategic Plan

1.	**Opening (10:00-10:05am)**	**5 mins**
	1.1 Call to order and approval of agenda – D. Spracklin-Reid (pages 1-2) • Meeting norms *THAT the agenda be approved and the President be authorized to modify the order of discussion.*	
	1.2 Declaration of conflict of interest	
	1.3 Review of previous Board meeting – D. Spracklin-Reid (pages 3-4) a) Action item list b) Board attendance list	
2.	**Consent agenda (10:05-10:10am)**	**5 mins**
	Board members may request that an item be removed from the consent agenda for discussion. *THAT consent agenda items 2.1 to 2.3 be approved.*	
	2.1 Approval of minutes (pages 5-10) *a) THAT the minutes of the October 8, 2026 Board meeting be approved.*	
	2.2 Committee reports (pages 11-24) a) Finance, Audit, and Risk Committee b) Governance Committee c) Human Resources Committee d) Canadian Engineering Accreditation Board e) Canadian Engineering Qualifications Board	
	2.3 Approval of committee work plans (pages 25-32) *a) THAT the Board approve the 2027 CEAB work plan.* *b) THAT the Board approve the 2027 CEQB work plan.*	
3.	**Executive reports (10:10-10:50am)**	
	3.1 President's report – D. Spracklin-Reid (slides)	10 mins
	3.2 CEO update – P. Rizcallah a) Report on activities since last Board meeting (slides) b) Q3 interim strategic plan reporting (pages 33-47) c) Advancing collaboration and harmonization (verbal)	20 mins
	3.3 Realizing Accreditation and Academic Assessments – T. Hubley (slides)	10 mins
4.	**Board business/required decisions (10:50–11:25am)**	
	4.1 Items pulled from consent agenda, if required	15 mins
	4.2 2027 budget and 2029 Per Capita Assessment – J. Paliwal (pages 48-49) *THAT the Board, on recommendation of the FAR Committee, approve the 2027 budget, including an operational budget of $12.2M and a project budget of $1.2M..* *THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2029 Per Capita Assessment Fee be set to $13 per Registrant.*	20 mins

	Health break (11:25 – 11:40am)		**15 mins**
	Board business/required decisions continued (11:40 –12:05pm)		
	4.3 Board policy updates – M. Sterling (pages 50-53) *THAT the Board, on recommendation of the Governance Committee approve revised Board policy 7.7, Investment policy.*		15 mins
	4.4 Renewal of the Governance Review Task Force Member Appointments – J. Van der Put *THAT the Board approve a one-year renewal of the appointments of the current Governance Review Task Force Members*		10 mins
5	**Next meetings (12:05–12:10pm)**		**5 mins**
	Board meetings:		
	• February 26, 2027 (Toronto, ON) • April 7, 2027 (virtual)	• May 28, 2027 (Whitehorse, YT) • June 21, 2027 (St. Andrews, NB)	
	2026-2027 committee and task force meetings:		
	• CEAB meeting – December 10, 2026 (Virtual) • HR Committee: December 14, 2026 (virtual) • FAR Committee: December 15, 2026 (virtual) • CEQB meeting – January 6, 2027 (virtual) • Governance Committee: January 12, 2027 (virtual) • CEAB meeting – February 6 & 7, 2027 (Virtual) • HR Committee: February 26, 2027 (Toronto, ON) • FAR Committee: March 5, 2027(virtual)	• Governance Committee: March 9, 2027 (virtual) • HR Committee: March 31, 2027 (virtual) • CEAB meeting – April 3, 2027 (virtual) • CEQB meeting – April 10 & 11, 2027 (Ottawa, ON) • FAR Committee: May 7, 2027 (virtual) • CEAB meeting – June 4 to 6, 2027 (Ottawa, ON)	
6	**In-camera sessions (12:10pm–12:55pm)**		
	6.1 Board Directors and Direct Reports *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 CEAB and CEQB chairs, the Secretary, and the CEO Group Advisor.*		15 mins
	6.2 Board Directors and CEO *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.*		15 mins
	6.3 Board Directors only *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.* • Meeting evaluation – roundtable discussion.		15 mins
7	**Closing** (motion not required if all business has been completed)		

Engineers Canada Board of Directors action log

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

Last updated: November 19, 2026	Andrew Lockwood	Arjan Arenja	Anjum Mullick	Jean-Luc Martel	Jitendra Paliwal	Lisa Doig	Sophie Larivière-Martha	Nick Colucci	Lorne Cutler	Menelika Mekomba	Christopher Dixon	Christopher Chahine	Ann English	Denise Pothier	Paul Guy	Jay Nagendran	Elliott Coles	Mario Rose	Darlene Spracklin-Reid	Marisa Sterling	Normand Chevalier	John Van der Put	Mark Adams
Board Meetings																							
June 15, Hybrid (Port Rexton, NL)	✓	✓	✓	×	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	×	✓	✓
October 8, (Ottawa, ON)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CEAB																							
May 29-31, Ottawa, ON		✓										✓											
September 11-12, Montreal, QC		✓										✓											✓
CEAB -- Policies and Procedures Committee																							
July 17, virtual		✓										✓											×
October 14, virtual		✓										✓											✓
October 22, virtual		×										×											✓
November 2, virtual		✓										✓											✓
CEAB -- Accountability in Accreditation Committee																							
July 20, virtual																							✓
July 23, virtual																							✓
July 28, virtual																							✓
July 29, virtual																							✓
CEQB																							
July 20, Virtual						✓			✓					✓			✓						
September 13-14, Montreal, QC						✓								✓			✓		✓			✓	
FAR Committee																							
June 15, Hybrid (Port Rexton, NL)					✓				✓						✓	✓					×		
August 13, Virtual					✓				✓						✓	×		✓			✓	✓	
October 20, Virtual					✓				✓						✓	✓		✓			✓		
Governance Committee																							
June 15, Hybrid (Port Rexton, NL)	✓			×			✓	✓		✓	✓			✓			✓	✓		✓		✓	
September 16, Virtual	✓			✓			✓	×		✓	✓			✓			✓	✓	✓	✓		✓	
September 28, Virtual (Special meeting)	✓			✓			✓	×		✓	✓			✓			✓	✓	×			✓	
HR Committee																							
May 23, Hybrid (Calgary, AB)			✓									✓						✓	✓			✓	
August 24, Virtual			×									✓						✓	✓			✓	
September 3, Virtual			✓									✓						✓	✓			✓	
September 28, Virtual			✓									✓						✓	✓			✓	
November 19, Virtual			✓									✓						✓	✓			✓	
Governance Review Task Force																							
May 21, Virtual							✓												✓			✓	
June 25, Virtual							✓											✓	✓			✓	
August 5, Virtual							✓											✓	×			✓	
October 15, Virtual							✓											✓	✓			✓	

Attendance Required	✓
Attendance Not Required / Completed	✓
Attendance for Partial Meeting / In progress	✓
Attendance required, regrets	×
Not applicable	-

MINUTES OF THE 241ST ENGINEERS CANADA BOARD MEETING

October 8, 2026 | 8:30 am – 2:00 pm (ET)

Hybrid Meeting: Lord Elgin Hotel, Ottawa, ON | Virtual: Zoom

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

1. Opening

1.1. Call to Order & Approval of Agenda

D. Spracklin-Reid, Board Chair, acknowledged the land, confirmed quorum, and called the meeting to order at 8:30 am ET. The meeting participants introduced themselves.

Motion 2026-10-1D
Moved and seconded
THAT the agenda be approved and the President be authorized to modify the order of discussion.
Carried

1.2. Declaration of Conflicts of Interest

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

1.3. Review of previous Board Meeting

D. Spracklin-Reid referred the Board to the Action item and Board Attendance lists from the last meeting, that were circulated for information.

2. Consent Agenda

2.1. Approval of Minutes

a) THAT the minutes of the May 22, 2026 Board meeting be approved.

b) THAT the minutes of the June 15, 2026 Board meeting be approved.

2.2. Committee Reports

a) Finance, Audit, and Risk Committee

b) Governance Committee

c) Human Resources Committee

d) Canadian Engineering Accreditation Board

e) Canadian Engineering Qualifications Board

2.3. Approval of Committee Work Plans

a) THAT the Board approve the 2026-2027 Finance, Audit, and Risk Committee Work Plan

b) THAT the Board approve the 2026-2027 Governance Committee Work Plan

c) THAT the Board approve the 2026-2027 HR Committee Work Plan

2.4. CEAB & CEQB Volunteer Recruitment and Succession Plans

a) THAT the Board approve the 2026-2027 CEAB volunteer recruitment and succession plan

b) THAT the Board approve the 2026-2027 CEQB volunteer recruitment and succession plan

2.5. Director Appointments to CEQB

THAT the Board, on recommendation of the HR Committee, approve a one-time exception to the Canadian Engineering Qualifications Board (CEQB) Terms of Reference and appoint Denise Pothier as a Director appointee to the CEQB for a two-year term (2026-2028) to support continuity and succession planning.

2.6. Legislative Compliance Certificate

2.7. Annual Advocacy Report

Motion 2026-10-2D
Moved and seconded
THAT consent agenda items 2.1 to 2.7 be approved.
Carried

3. Executive Reports

3.1. President's Report

D. Spracklin-Reid updated the Board on her Engineers Canada-related activities since the previous Board meeting, as per her pre-circulated slides, and responded to questions.

3.2. CEO Update

P. Rizcallah presented functional-area highlights, the second-quarter strategic performance report, and an overview of the organization's financial health. The Board noted that overall performance was rated yellow but remained healthy and on track, with Realizing Futures of Engineering Accreditation identified as the

largest current initiative. Discussion also addressed staff turnover, recruitment practices, inclusion-related collaboration, and continued support for regulatory harmonization. P. Rizcallah responded to questions.

3.3. Realizing Futures of Engineering Accreditation

T. Hubley updated the Board on Realizing Futures of Engineering Accreditation, including onboarding, development of the 2027 execution plan, stakeholder consultation, and the advisory council's role. T. Hubley responded to questions. At the Board's request, further information on the execution plan, including milestones and timelines, and the advisory council's terms of reference will be provided to the Board.

3.4. CEO Group Report

H. Yang, CEO Group Advisor to the Board, reported on the CEO Group meeting held October 6–7, 2026. Discussion focused on project milestones and timelines, progress reporting, continuing professional development, and opportunities for national harmonization. H. Yang confirmed that updates would continue through the CEO Group's standing report to the Board and responded to questions.

3.5. Presidents Group report

L. Notash, President, PEO, reported on the Presidents Group meeting held October 7, 2026, including updates to the group's terms of reference. L. Notash responded to questions.

4. Board Business/Required Decisions

4.1. Consent Agenda Placeholder

No items of business were taken off the consent agenda.

4.2. CEAB Report

J. Pataky presented the draft 2027 work plan. Discussion addressed opportunities for Engineers Canada Board members to participate in accreditation visits, the distinction between observers and other visit roles, conflicts of interest, and volunteer succession.

4.3. CEQB Report

S. Inchasi presented the draft 2027 work plan and 2026 Foresight papers. Discussion focused on strengthening collaboration and two-way communication among CEQB, the CEO Group, and the Engineers Canada Board and aligning products with stakeholder needs.

4.4. CEQB Products

S. Inchasi presented two CEQB products and responded to questions. The Board discussed the need to review the guideline on disruptive technologies regularly as the field evolves. Consideration of the guideline's public distribution was deferred to a future meeting.

Motion 2026-10-3D
Moved and seconded
THAT the Board, on recommendation of the CEQB, approve the following products:

a) New CEQB Guideline on the ethical development and use of disruptive technologies
b) Archival of the 2018 Regulators Guideline on Assessing Work Experience Using Competency-Based Assessment

Carried

4.5. Draft 2027 Budget & 2029 Per Capita Assessment

J. Paliwal, Finance, Audit, and Risk Committee Chair, presented the draft 2027 budget and 2029 Per Capita Assessment fee recommendation and summarized the Committee's consideration. Discussion addressed the increase in secretariat services associated with additional accreditation visits and travel costs, inflation assumptions, reliance on affinity-program revenue, reserve levels, and the potential effect on strategic priorities if the assessment is not approved.

The Board proposed no modifications to the draft budget or assessment recommendation but provided comments for the Committee's further consideration, including whether a higher inflation assumption should be used. Both items will be reviewed again by the Committee on October 20, 2026, before final recommendations are presented to the Board on December 3, 2026.

4.6. Governance Review Task Force Update

C. Bellini, Governance Review Task Force Chair, updated the Board on implementation of the Governance Review recommendations. The Board considered the proposed bylaw amendments and related implementation matters. The Governance Committee work plan will be updated to reflect the transition of responsibilities from the Governance Review Task Force.

Motion 2026-10-4D
Moved and seconded

a) ***THAT the Board recommend that Members approve amendments to the Engineers Canada Bylaws to reduce the size of the Board based on a one-Regulator, one-seat model, with the change to take effect at the May 2027 Annual Meeting of Members.***

b) ***THAT the Board recommend that Members approve amendments to the Engineers Canada Bylaws to provide for a minimum of one and up to three Independent Directors, with the Independent Director provisions to take effect at the May 2028 Annual Meeting of Members.***

c) THAT the Board authorize any consequential, transitional, and housekeeping amendments necessary to give effect to the bylaw amendments and implementation timelines.

Carried by two-thirds majority

Motion 2026-10-5D
Moved and seconded
THAT the Board direct that eligibility criteria for Independent Directors be revised to provide that an Independent Director shall not be a licensed professional engineer at the time of appointment or throughout their term of office.
Carried

Motion 2026-10-6D
Moved and seconded
THAT the Board approve the definition of "National Alliance," as amended and recommend that the definition, together with the proposed Regulator Forum process, be presented to the Members at the

May 2027 Members' meeting, with authority delegated to the Chief Executive Officer to make any necessary administrative revisions.
Carried

4.7. CEAB Liaison Group Proposal

M. Rose, President-Elect, presented the proposed Accreditation Board Liaison Group Framework as set out in meeting materials. Discussion addressed the need for stronger, regular communication between the Board and the CEAB and CEQB; accountability; the value and potential burden of a formal liaison group; and the need to monitor follow-up through regular reporting.

Motion 2026-10-7D
Moved and seconded
THAT the Board endorse the proposed Accreditation Board Liaison Group Framework as a basis for further development and direct the Governance Committee to prepare a policy for future Board consideration, taking into account the ongoing governance review.
Carried

4.8. Realizing an Inclusive Profession

A. Mullick presented the proposed organizational commitment statement for a welcoming, accessible, and inclusive profession and responded to questions.

Motion 2026-10-8D
Moved and seconded
THAT the Board approve in principle the adoption of an organizational commitment statement to guide Engineers Canada's role in advancing a welcoming and inclusive profession, and authorize the Governance Committee to review and approve the final statement, including any revisions needed to ensure consistency with Engineers Canada's existing policies, website content, public statements, and organizational commitments.
Carried

5. Next Meetings

- December 3, 2026 (virtual)
- February 26, 2027 (Toronto, ON)
- April 7, 2027 (virtual)
- May 28, 2027 (Whitehorse, YT)

6. In-Camera Sessions

6.1. Board Directors & Direct Reports

Motion 2026-10-9D
Moved and seconded
THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, the Engineers Canada CEO, the chairs of the CEAB and CEQB, the Secretary, and the CEO Group Advisor.
Carried

6.2. Board Directors & CEO

Motion 2026-10-10D

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 and the Engineers Canada CEO.
Carried

6.3. Board Directors Only
Motion 2026-10-11D
Moved and seconded
THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors.
Carried

7. Closing

With no further business, the meeting closed at 1:53 pm ET.

Minutes prepared by A. Rae, Manager Governance and Board Services for:

Darlene Spracklin-Reid, President

Light Go, General Counsel and Corporate Secretary

BRIEFING NOTE: For information

FAR Committee report	2.2a
Purpose:	To review the FAR Committee contributions since the October 8, 2026, Board meeting.
Link to the Strategic Plan/Purposes:	Board responsibility: Provides financial oversight. Board responsibility: Provides risk identification and oversight.
Link to Corporate Risk Profile:	Reduced long term financial viability (Board risk)
Prepared by:	Juliet Chou, Governance Associate
Presented by:	Jitendra Paliwal, Chair, FAR Committee

Background

- The Finance, Audit, and Risk (FAR) Committee enhances the Board's effectiveness and efficiency on matters related to financial, audit, and risk management policies and monitoring.
- On June 15, 2026, the FAR Committee agreed upon its work plan for 2026-2027 based on the responsibilities outlined in Board policy 6.4, *Finance, Audit, and Risk Committee terms of reference*.
- At each Board meeting, the FAR Committee Chair provides an update on the committee's work since the last Board meeting.

Status update

- At its October 20, 2026 meeting, the FAR Committee completed its review of the final 2027 budget, proposed 2029 per capita assessment fee (PCAF), and risk registers.
- The Committee recommends that the Board approve the 2027 budget and recommend to the Members that the 2029 PCAF be set at $13.00 per registrant. The Committee also reviewed the risk registers and proposed no changes.

Next steps

- Under item 4.2 of the current meeting agenda, the Chair will present the final draft 2027 budget and 2029 PCAF recommendation.
- As indicated in its work plan, the Committee will continue its financial, audit, investment and risk oversight responsibilities.

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**	**15-Jun-26**	**13-Aug-26**	**20-Oct-26**	**15-Dec-26**	**22-Feb-27**	**5-Mar-27**	**7-May-27**
(2) Provides ongoing strategic direction for Engineers Canada									
Conduct in-depth analysis of the Board's strategic risks and make recommendations of acceptable mitigation strategies, residual risks, and required actions to the Board as an input to each new Strategic Plan	FAR Committee	Every 5 years	--	--	--	--	--	--	--
Work with staff to develop a Strategic Plan that considers merging trends and Board risks	Board	Every 5 years							
(5) Provides financial oversight									
Annually, review and approve the CEO's budget envelope assumptions.	FAR Committee	Annually	✓						
Annually, review the CEO's draft budget and make recommendations to the Board.	FAR Committee	Annually		✓	✓				
Ensures that the annual budget is developed to align with priorities established by the Board	Board	Annually			✓				
Approves the annual budget	Board	Annually							
Review the CEO's quarterly financial reports and make recommendations to the Board, as necessary.	FAR Committee	Quarterly		✓					
Review the investment reports (prepared by a third-party advisor) at least annually and make recommendations to the Board, as necessary.	FAR Committee	Annually							
Monitor financial performance	Board	Ongoing							
Confirming the scope of the audit, which shall include a review of the key financial processes.	FAR Committee	Annually							
Providing an annual report to the Board regarding the audited financial statements and any significant information rising from discussions with the auditor.	FAR Committee	Annually							
Approve the audited financial statements	Board								
Providing an annual report to the Members with: A) The Board's approval of the audited financial statements, B) A summary of the auditor's observations together with Engineers Canada staff response, and C) The Board's recommendation for the appointment of the following year's auditor.	FAR Committee	Annually							
Conducting a comprehensive review of the auditor at least every five years. The outcome of this review is a recommendation to either retain the audit firm or select an alternative audit firm.	FAR Committee	Every 5 years	--	--	--	--	--	--	--
Providing information to the Board, as provided by the auditor, on significant new developments in accounting principles or relevant rulings of regulatory bodies with implications for the Board's financial policies.	FAR Committee	As required							
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							

Board responsibilities (Board policy 4.1) / FAR Committee responsibilities (Board policies 6.4)	**Board / committee / task force**	**Occurrence**	**15-Jun-26**	**13-Aug-26**	**20-Oct-26**	**15-Dec-26**	**22-Feb-27**	**5-Mar-27**	**7-May-27**
Conduct an annual review of any new long-term procurement contracts that extend beyond five years with a value that exceeds $100,000 per annum.	FAR Committee	Annually							
Review and recommend changes to the Board's investment policy.	FAR Committee	biennially							
Approve policies to ensure that proper financial controls are in place	Board	As required							
Review policies related to the FAR Committee's work and make recommendations to the Governance Committee (not prescribed in BP 6.4).	FAR Committee	As required							
Complete an annual review of the Corporate Risk Profile before it is shared with the Board, generally in May, or whenever significant changes occur.	FAR Committee	Annually							
Ensure risk management systems are in place that reflect the Board's risk tolerance and direct Board-approved mitigation strategies	Board	Annually							
Review on a quarterly basis any changes to the Board and operational risk registers, as applicable, and report anything of significance to the Board.	FAR Committee	Quarterly		Overview & discussion	Check-in			Deep dive	
Monitor known risks and identifying potential risks to the organization	Board	Ongoing							
Additional work / authorities									
The FAR Committee has the authority to meet independently with the external auditor.	FAR Committee	As required							
The Chair of the FAR Committee has the authority to meet independently with Engineers Canada's CFO.	FAR Committee	As required							

Included in annual work plan		Partially completed as per annual work plan		✓
Completed as per annual work plan	✓	Not completed		×
Completed in addition to the annual work plan	✓	Not applicable		--

BRIEFING NOTE: For information

Governance Committee report	2.2b
Purpose:	To review the Governance Committee contributions since the October 8, 2026, Board meeting.
Link to the Strategic Plan/Purposes:	Board responsibility: Formulates and periodically reviews Board policies that align with the organization's values and guide decision making. Board responsibility: Ensures that policies and processes are established to monitor and enhance Board effectiveness.
Link to Corporate Risk Profile:	Decreased confidence in governance functions (Board risk)
Prepared by:	Juliet Chou, Governance Associate
Presented by:	Marisa Sterling, Chair, Governance Committee

Background

- The Governance Committee is tasked with enhancing the Board's effectiveness and efficiency on matters relating to Board governance principles and policies, and to fulfill its Board responsibility to *ensure the development and periodic review of Board policies*.
- On June 15, 2026, the Governance Committee agreed upon its work plan for 2026-2027 based on the responsibilities outlined in Board policy 6.8, *Governance Committee terms of reference*.
- At each Board meeting, the Governance Committee Chair provides an update on the committee's work since the last Board meeting.

Status update

- The Governance Committee is scheduled to meet jointly with the Governance Review Task Force on November 24, 2026. The agenda includes consideration of the organizational commitment statement on advancing a welcoming and inclusive profession, the Governance Review Task Force update, and the CEAB Liaison Group proposal.
- The Committee is also scheduled to continue its policy review work, including its scheduled review of Board policies and annual reviews of the Whistleblower Policy and Procedure, and policies related to implementation of the independent director bylaw amendment.

Next steps

- Following the November 24 meeting, the Governance Committee Chair will bring forward any substantive decisions or recommendations requiring the Board's attention.
- Subject to the Committee's consideration, proposed amendments arising from the annual policy reviews are expected to be presented to the Board at its February 2027 meeting.
- The Governance Committee's next meetings are scheduled for January 12 and March 9, 2027.

Appendix

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

Board responsibilities (Board policy 4.1) / Governance Committee responsiblities (Board policy 6.8)	**Board / committee / task force**	**Occurrence**	**15/Jun/26**	**16/Sep/26**	**24/Nov/26**	**12/Jan/27**	**9/Mar/27**
(3) Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.							
Review and maintain the currency and relevance of Board policies and governance documents	Governance Committee	4 times per year	✓	✓			
Review and make recommendations on the currency and relevance of the Bylaws and Articles of Continuance	Governance Committee	Annually					
(9) Ensures that policies and processes are established to monitor and enhance Board effectiveness.							
Make recommendations for Board education related to governance and Board effectiveness	Governance Committee	Annually					
Undertake such research or reviews as may be assigned by the Board	Governance Committee	As required					
Conduct a periodic survey of Regulators and Directors to evaluate the effectiveness of Board governance and operations and develop action plans to address any required improvements	Governance Committee	As required					
To make editorial changes to Board policies such as the correction of typographical and grammatical errors, to ensure the consistent use of terminology and plain language, and to update references	Governance Committee	As required					

Included in annual work plan	
Completed as per annual work plan	✓
Completed in addition to the annual work plan	✓
Partially completed as per annual work plan	✓
Not completed	✖
Not applicable	--

BRIEFING NOTE: For information

Human Resources Committee report	2.2c
Purpose:	To review the Human Resources (HR) Committee's contributions since the October 8, 2026, Board meeting.
Link to the Strategic Plan/Purposes:	Board responsibility: Hires, supports, and evaluates the CEO so that they are better able to further Engineers Canada's purposes and achieve its vision. Board responsibility: Ensures that policies and processes are established to monitor and enhance Board effectiveness.
Link to Corporate Risk Profile:	Decreased confidence in governance functions (Board risk) Tarnished reputation (Board risk)
Prepared by:	Juliet Chou, Governance Associate
Presented by:	John Van der Put, Chair, HR Committee

Background

- The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by overseeing the timely delivery of the Director onboarding and development program and monitoring and assessing the performance of the Board, Board committees, Directors, and the CEO so that Engineers Canada can deliver on its mandate.
- On May 23, 2026, the HR Committee agreed upon its work plan for 2026-2027 based on the responsibilities outlined in Board policy 6.12, Human Resources Committee terms of reference.
- At each Board meeting, the HR Committee Chair provides an update on the committee's work since the last Board meeting.

Status update

- At its November 19, 2026, meeting, the HR Committee reviewed the completion of the CEO's 2026 objectives, advanced the triennial formal CEO performance and compensation review, and approved the 2027 CEO objectives for presentation to the Board for approval.
- Of note, the HR Committee decided to resume the annual Board assessment, which had been paused during the Governance Review. The annual Board and Director self- and peer-assessments will proceed following the February Board meeting, in accordance with Board policies 4.12, Board self-assessment, and 4.13, Individual Director assessment.

Next steps

- The HR Committee will meet in December to finalize the CEO's 2026 annual assessment and short-term incentive (STI) recommendation, which will be brought to the Board in February.

Appendix

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

Board responsibilities (Board policy 4.1) / HR Committee responsibilities (Board policy 6.12)	**Board / committee / task force**	**Occurrence**	**23-May-26**	**3-Sep-26**	**19-Nov-26**	**14-Dec-26**	**26-Feb-27**	**31-Mar-27**
(3) Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.								
Annually review policies which provide for the sound management of Engineers Canada's volunteers and personnel	HR Committee	Annually		✓	✓			
(4) Hires, supports, and evaluates the CEO so that they are better able to further Engineers Canada's purposes and achieve its vision. If necessary, the Board has the authority to dismiss the CEO.								
Recommend to the Board for approval membership of a CEO Search Committee, when required. The CEO Search Committee's membership may align with that of the HR Committee.	HR Committee	As required	--	--	--	--	--	--
Annually review succession plans for the CEO Annually confirm that the CEO has prepared succession plans for their direct reports	HR Committee	Annually		✓				
Review and recommend annual objectives for the CEO to the Board	HR Committee	Annually		Review draft objectives for presentation to Board in December		Recommend to Board for approval		
Consider for approval the annual CEO objectives	Board	Annually						
Conduct regular CEO assessments and make recommendations to the Board regarding annual CEO compensation	HR Committee	Annually		Select consultant	Performance reporting	Assessment		
Review results of the employee engagement survey	HR Committee	At least every 3 years						
Consider for approval the annual short-term incentive	Board	Annually						

Board responsibilities (Board policy 4.1) / HR Committee responsibilities (Board policy 6.12)	**Board / committee / task force**	**Occurrence**	**23-May-26**	**3-Sep-26**	**19-Nov-26**	**14-Dec-26**	**26-Feb-27**	**31-Mar-27**
(9) Ensures that policies and processes are established to monitor and enhance Board effectiveness.								
Approve the structure and content of the annual Board, Director and Chair performance surveys, as per Board policies 4.12, Board assessments, and 4.13, Individual Director assessment, and 6.2, Board, committee, and task force chair assessment.	HR Committee	Annually for each assessment		Chair	Board / Director			
Review the results of the annual Board assessments and report anything of significance to the Board.	HR Committee	Annually						
Establish, administer, and annually review competency profiles for the Board, individual Directors, and chairs and consider Board and committee succession planning	HR Committee	Annually		✓				
Provide oversight of the Director onboarding and development program	HR Committee	Annually						
The Board may seek support from committees and task forces to deliver these responsibilities.								
Nominate new committee members and recommend committee chairs annually, as per Board policy 6.1, Board Committees and Task Forces	HR Committee	As required	✓					
Consider nominations for approval	Board	As required	✓					
Additional work / authorities								
Approve budget for and recruitment of external resources to assist with HR Committee responsibilities	HR Committee	Annually	✓					
Check in on progress against CEO objectives for the year	HR Committee	Quarterly		✓	✓			

Included in annual work plan		Not completed
Completed as per annual work plan	✓	Not applicable
Completed in addition to the annual work plan	✓	
Partially completed as per annual work plan	✓	

BRIEFING NOTE: For information

Canadian Engineering Accreditation Board (CEAB) report	2.2d
Purpose:	To review the CEAB contributions since the October 8, 2026, Board meeting.
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs Core purpose 7: Managing risks and opportunities associated with mobility of work and practitioners internationally
Link to Corporate Risk Profile:	Accreditation (Board risk)
Prepared by:	Roselyne Lampron, CEAB Secretary
Presented by:	Julius Pataky, CEAB Chair

Background

- The CEAB performs assessments of academic engineering programs to determine if they meet accreditation criteria approved by the Board. It grants accreditation to those programs that meet the criteria. They also produce information needed for the Board to make decisions on matters relating to engineering education both in Canada and in other countries.
- On December 8, 2025, the Board approved the CEAB's 2026 work plan based on the responsibilities outlined in Board policy 6.9, Canadian Engineering Accreditation Board (CEAB).
- At each Board meeting, the CEAB provides an update on the committee's work since the last Board meeting.

Status update

- **Accreditation visits**
  - In October and November, 48 volunteers participated in 11 accreditation visits to 26 programs across Canada.
- **Risk-based decision model**
  - At its September meeting, the CEAB approved moving forward with the risk-based decision model. This framework is meant to facilitate the process by which the CEAB adjudicates accreditation decisions. Members will receive training ahead of the Spring decision meeting, and the decision letter template will be updated to reflect the model's terminology. The Deans' Liaison Committee (DLC) has also been informed of the upcoming changes to support a shared understanding of the new approach.
- **Recommendations 7, 8, and 9 of the Futures of Engineering Accreditation (FEA) Path Forward Report**
  - The CEAB's Policies and Procedures (P&P) Committee reviewed the consolidated feedback and preliminary analysis from the consultation on proposed changes to the accreditation criteria related to faculty licensure requirements. Based on the consultation findings, the Committee developed a direction for clarifying the proposed Criteria changes, including developing a new Criterion specifically calling on HEIs to demonstrate substantial and meaningful student involvement with professional engineers and updating the *Interpretive statement on licensure expectations and requirements*.
  - In October, the P&P Committee worked with Engineering Deans Canada's Deans' Liaison Committee (DLC) to discuss the proposed approach. The P&P Committee will subsequently review the resulting changes before they are brought forward to the CEAB

for approval in early December. Subject to CEAB approval, the proposed accreditation criteria changes will then be presented to the Engineers Canada Board for approval in February.

- **2027 CEAB meetings**
  - February 6-7 (virtual)
  - April 3 (virtual)
  - June 4-6 in Ottawa, ON
  - September 10-11, St. John's, NL

Appendix

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

CEAB work plan 2026

Item		
Accreditation decisions following visits	**Visit date**	**Decision date (2026)**
Conestoga College Institute of Technology and Advanced Learning (2 programs)	Feb. 22-24, 2026 **Revised:** June 2-4, 2026	June – **deferred** to Sept.
Humber College Institute of Technology and Advanced Learning (3 new programs)	Feb. 22-24, 2026	June
Royal Military College (5 programs)	Oct. 26-28, 2025	June
Sheridan College (1 new program)	Nov. 16-18, 2025	June
Simon Fraser University (1 program)	Feb. 1-3, 2026	June
Université du Québec à Rimouski (1 program)	Nov. 24-26, 2025	June
Université du Québec en Abitibi-Témiscamingue (3 programs)	Feb. 15-17, 2026	June
Université Laval (14 programs)	Nov. 16-18, 2025	June
University of Alberta (9 programs)	Oct. 19-21, 2025	June
University of British Columbia – Okanagan (4 programs)	Nov. 2-4, 2025	June
University of Calgary (2 programs + 1 new program)	Feb. 1-3, 2026	June
University of Manitoba (5 programs)	Nov. 2-4, 2025	June
University of New Brunswick (7 programs)	Nov. 22-25, 2025	June
University of Regina (2 programs + 1 new program)	Jan. 25-27, 2026	June
University of Toronto (9 programs)	Oct. 19-21, 2025	June
University of Victoria (1 program)	Feb. 22-24, 2026	June
University of Western Ontario (3 programs)	Nov. 16-18, 2025	June
Accreditation decisions following reports	**Program(s)**	**Decision date (2026)**
British Columbia Institute of Technology	1 program	September
Conestoga College Institute of Technology and Advanced Learning	1 program	September
Memorial University of Newfoundland	2 programs	September
Thompson Rivers University	1 program	September
York University	1 program	September
International monitoring	**Participant(s)**	**Date**
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June 8-13 Cape Town, 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) • Study and prioritize the findings from the 2025 report • Collect data for the 2026 report	AinA Committee P&P Committee	Ongoing
Review of notices of significant program changes.	CEAB Executive Committee CEAB members	As needed
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 attributes in each course across progression categories introductory (I), intermediate development (D), and	P&P Committee CEAB	December

advanced application (A) (complements FEA recommendation #4: Mandate a shift to outcomes-focused accreditation). *(Work approved in 2025 work plan; Not started)*		
Develop more robust procedures related to 'focused visits.' *(Work approved in 2025 work plan; Completed)*	P&P Committee CEAB	April
Develop communication protocols for when institutions sunset accredited programs. *(Work approved in 2025 work plan; Not started)*	P&P Committee CEAB	April
Develop procedures for visits to programs with satellite campuses and/or feeder institutions. *(Work approved in 2025 work plan; Completed)*	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. *(Work approved in 2025 work plan; Completed)*	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). *(Work approved in 2025 work plan; In progress)**	P&P Committee CEAB Engineers Canada Board	October
Formalize the risk-based trajectory decision process and update associated policies, procedures, and templates. *(Work approved in 2024 work plan; Completed)*	P&P Committee CEAB	April
2025-2029 Strategic plan	**Responsible**	**Due date**
Monitor and contribute to the *Realizing accreditation and academic assessments* 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, to 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 [Revised target date: February 2027].
- 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

CEQB Report	2.2e
Purpose:	To update the Engineers Canada Board on CEQB activities since October.
Link to the Strategic Plan/Purposes:	Core purpose 3: Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
Link to Corporate Risk Profile:	Board Risk 2: Decreased confidence in the governance functions Board Risk 3: Diminished national collaboration Board Risk 4: Diminished scope and value of engineering regulation Board Risk 7: Tarnished reputation Operational Risk 8: Insufficient client satisfaction
Prepared by:	Ryan Melsom, CEQB Secretary and Manager of Qualifications
Presented by:	Sam Inchasi, CEQB Chair

Background

- The Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that support the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate practitioner mobility within Canada.

Status update

- **Vice Chair appointment process**: Due to an inconsistency in the policy governing the reappointment of different categories of CEQB membership (i.e. regional members vs. members-at-large), this year the CEQB Nominations Committee experienced challenges in securing a Vice Chair nomination on the typical schedule it's followed since 2020. Although there were disruptions to the 2026 cycle, CEQB was still able to secure a nominee by the standard due date. This was presented for approval in the consent agenda.
    - **Mitigation**: CEQB Nominations Committee leadership and staff will work with the Board and Governance Committee on proposed revisions to the reappointments policies, with the aim of submitting a recommendation at the February meeting. Currently the CEAB and CEQB policies are identical, so the Board may wish to consider revising them both at the same time.
- **2026 Deliverables**: CEQB has completed each of its 2026 work plan deliverables and is laying the groundwork for several key items—including the Regulators Guideline on Managing Frivolous and Vexatious Complaints—for Board approval in early 2027.
- **2027 Workplan**: CEQB has proposed the review or completion of four syllabi as its primary deliverables in 2027, although these do not require Board approval. While these are a

substantial commitment, remaining resources will be dedicated towards process improvements and support for strategic initiatives—most notably the implementation of CEQB-related governance review recommendations, and support for Realizing Accreditation and Academic Assessments (RAAA).

Next Steps

- CEQB will continue laying the groundwork for the timely execution of its 2027 work plan
- CEQB Nominations Committee will propose revisions to its reappointments policies
- CEQB will submit the Regulators Guideline on Managing Frivolous and Vexatious Complaints

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) 2027 work plan	2.3a
Purpose:	To approve the 2027 CEAB work plan.
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs Core purpose 7: International mobility
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)
Motion(s) to consider:	*THAT the Board approve the 2027 CEAB work plan.*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Roselyne Lampron, CEAB Secretary
Presented by:	Julius Pataky, CEAB Chair

Problem/issue definition

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

Proposed action/recommendation

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

Other options considered

- Limit the work plan to core operational activities—accreditation visits, the annual Accountability in Accreditation evaluation process, and the item assigned by the Board in October 2025. This option would defer several initiatives already underway to address known gaps and inefficiencies in the accreditation system, including:
    - Implementing the risk-based decision model and consolidating with existing policies, procedures, and templates;
    - Aligning accreditation criteria and guidance to support a clearer, outcomes-focused approach to assessing graduate attributes (complements FEA Recommendation 4: Mandate a shift to outcomes-focused accreditation);
    - Developing communication protocols for institutions that discontinue accredited programs; and
    - Defining the role of Engineers Canada Board members who participate in accreditation visits, distinct from that of an observer.

Risks

- Without reviewing and approving the work plan, the Engineers Canada Board would have limited ability to oversee the CEAB's work as a Direct Report, which could reduce Regulator confidence in Engineers Canada's governance.
- If the work plan is not approved, accreditation visits and other planned activities may be delayed or not completed. This could frustrate interest holders, create a perception that the CEAB is not fulfilling its mandate, and contribute to volunteer disengagement, affecting the timeliness and quality of its work.

Financial implications

- All work plan items are accounted for in the proposed 2027 budget.

Benefits

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

Consultation

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

Next steps

- CEAB to execute its 2027 work plan.

Appendix

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

CEAB work plan 2027

Item		
Accreditation decisions following visits	**Visit date**	**Decision date (2027)**
British Columbia Institute of Technology (2 programs)	Nov. 22-24, 2026	June
Dalhousie University (1 new program)	Mar. 13-16, 2027	June
Lakehead University (5 programs, including 1 new)	Feb. 21-23, 2027	June
Lakehead University-Georgian College (1 program, focused visit)	Oct. 4-6, 2026	June
McGill University (1 program)	Nov. 15-17, 2026	June
Memorial University of Newfoundland (2 programs, including 1 new)	Feb. 28-Mar. 2, 2027	June
Ontario Tech University (3 programs, including 2 new)	Jan. 31-Feb. 2, 2027	June
Royal Military College of Canada (1 program)	Oct. 18-20, 2026	June
Sheridan College (1 program)	Nov. 22-24, 2026	June
Simon Fraser University (2 programs)	Nov. 16-18, 2026	June
Toronto Metropolitan University (1 new program)	Feb. 28-Mar. 2, 2027	June
Université du Québec à Trois-Rivières (1 new program)	Jan. 31-Feb. 2, 2027	June
Université du Québec en Outaouais (1 program, focused visit)	Nov. 18, 2026	June
University of British Columbia (1 program)	Oct. 25-27, 2026	June
University of British Columbia – Okanagan (1 new program)	Jan. 25-27, 2027	June
University of Calgary (1 program)	Oct. 25-27, 2026	June
University of New Brunswick – Saint John campus (1 new program)	Feb. 21-23, 2027	June
University of Northern British Columbia (2 programs)	Oct. 4-6, 2026	June
University of Waterloo (13 programs)	Nov. 8-10, 2026	June
Accreditation decisions following reports	**Program(s)**	**Decision date (2027)**
Conestoga College Institute of Technology and Advanced Learning	1 program	September
Laurentian University	1 program	September
Toronto Metropolitan University	5 programs	September
University of Calgary	6 programs	September
University of Guelph	1 program	September
University of Toronto	1 program	September
University of Windsor	3 programs	September
Western University	1 program	September
International monitoring	**Participant(s)**	**Date**
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June 6-12, Bali, Indonesia
Ongoing operational work	**Responsible**	**Due date**
Accountability in Accreditation (AinA): • Study and prioritize the findings from the 2026 report; • Collect data for the 2027 report; and • The CEAB Executive Committee will strike a working group to start the AinA periodic review process in the fall of 2027.	AinA Committee P&P Committee CEAB Executive Committee CEAB	Ongoing
Review of notices of significant program changes.	CEAB Executive Committee CEAB members	As needed
Support Engineers Canada's RAAA/RFEA initiative through the participation of senior CEAB members in the RFEA Advisory Council, the Outcomes Focused Accreditation (OFA) Steering Committee, and the Full[illegible]rum Competency Profile (FSCP) Pilot Study Advisory Group.	CEAB Chair; Vice Chair; and Incoming Vice Chair	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 attributes in each course across progression categories introductory (I), intermediate development (D), and advanced application (A) (complements FEA Path Forward Report recommendation #4: Mandate a shift to outcomes-focused accreditation). *(Work approved in 2025 work plan; Not started)*	P&P Committee CEAB	December
Develop communication protocols for when institutions sunset accredited programs. *(Work approved in 2025 work plan; Not started)*	P&P Committee CEAB	April
Policy and criteria work	**Responsible**	**Due date**
Develop alternative ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals (complements FEA Path Forward Report recommendation #8; Engineering Deans Canada members have identified this as a priority). *(Work approved in 2025 work plan; In progress)**	P&P Committee CEAB Engineers Canada Board	February
Implement the risk-based decision model and consolidate with existing policies, procedures, and templates. *(Work approved in 2024 work plan; Started)*	P&P Committee CEAB	June
Develop a role description for Engineers Canada Board members participating in accreditation visits, distinct from the observer role.	P&P Committee CEAB	April
2025-2029 Strategic plan	**Responsible**	**Due date**
Monitor and contribute to the *Realizing accreditation and academic assessments* (RAAA) strategic direction when/how requested.	CEAB members	Ongoing

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

- The CEAB and EDC will endorse a joint statement defining the purpose and outcomes for substantial and meaningful student involvement with licensed engineers.
- The CEAB, in collaboration with EDC, will review the existing accreditation criteria in light of the purpose statement.
- The CEAB, in collaboration with EDC, will revise accreditation criteria and develop an interpretive statement, providing HEIs and visiting teams with adequate latitude and flexibility to meet the accreditation criteria.
- Per Board Policy 9, Accreditation criteria and procedures report, the CEAB will consult with interest holders on revised criteria and the associated interpretive statement.
- The CEAB will recommend appropriate criteria changes to the Engineers Canada Board, informed by interest holder feedback, by February 2027.
- The CEAB will examine the *Temporary exemption for students going on international exchange* to determine an appropriate way forward in light of recommended criteria changes.
- The CEAB will develop an implementation plan and appropriate training materials for the criteria changes to support a shared understanding among visiting teams and HEIs.

BRIEFING NOTE: For decision

Canadian Engineering Qualifications Board (CEQB) 2027 work plan	2.3b
Purpose:	To approve the 2027 CEQB work plan
Link to the Strategic Plan/Purposes:	Core purpose 3: Providing services and tools
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)
Motion(s) to consider:	*THAT the Board approves the 2027 CEQB work plan.*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Ryan Melsom, Manager, Qualifications, and Secretary, CEQB
Presented by:	Sam Inchasi, Chair, CEQB

Problem/issue definition

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

Proposed action/recommendation

- That the work plan be approved.

Other options considered

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

Risks

- Without having reviewed and approved the work plan, the Engineers Canada Board is unable to monitor the work of the CEQB, one of its four (4) Direct Reports, resulting in diminished Regulator confidence.
- If the work plan is not approved, there is a risk that:
  - Regulators will be frustrated that Engineers Canada does not follow Regulators' guidance, which could negatively affect their responsiveness when providing consultation feedback and their use of CEQB products.
  - CEQB volunteers who have contributed to its development may also become disengaged, which could negatively impact the timelines and quality of products.
- Work plan assumes continued resourcing (staff and budget) in 2027. Should staffing change, the work plan will a require reduction of outputs. A contingency plan is in place to mitigate this risk.

Financial implications

- All work plan items are accounted for in the proposed 2027 budget.
- A contingency fund of $30,000 was proposed with the budget in order to cover the cost of an additional consultant should it be required for completion of the Structured initiative to improve CEQB efficacy.

Benefits

- The CEQB will provide services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, facilitate mobility of practitioners within Canada, and serve the needs of Regulators.

Consultation

- The proposed 2027 CEQB Workplan has not substantively changed since its original presentation to the Board at its October meeting, as no further feedback was received between the time it was presented to the Board for information and the December Board meeting.

Next steps

- CEQB to execute the work plan.

Appendices

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

CEQB proposed work plan 2027

As mandated by the purposes of Engineers Canada, the Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada. The purpose of this document is to highlight current 2026 priorities that will be carried forward in 2027 and outline initiatives proposed 2027, based on data from interest holders including HEIs, CEAB, CEOG, national officials groups, and of course the EC Board.

A. Priorities carried forward from previous years

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

B. NEW 2027 priorities

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

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

C. Rreview of examinations syllabi and associated textbooks

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

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

BRIEFING NOTE: For information

Q3-2026 Interim Strategic Performance Report	3.2b
Purpose:	To review the Q3 Interim Strategic Performance report
Link to the Strategic Plan / Purposes:	Board responsibility: Provides ongoing strategic direction for Engineers Canada by monitoring implementation of the Strategic Plan.
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning
Presented by:	Phillip Rizcallah, Chief Executive Officer

Background

- Engineers Canada's 2025-2029 Strategic Plan was approved by the Members in May 2024.
- Each strategic direction mitigates one or more Board risks.
- As per Board policy 1.4, *Strategic Plan,* the Board continuously monitors the performance of the organization against the plan, receiving three interim reports and one annual report each year. The annual performance report is also provided to the Members at their meeting in May.
- The original planned activities were approved by the Engineers Canada Board at its 2024 June Board workshop are presented in Section 2 of the Performance Report.

Status update

- The *Realizing a stronger federation strategic direction* is experiencing some delays because staff is waiting on CEOG direction for next steps.
- The *Realizing accreditation and academic assessments* strategic direction has been delayed due to resource constraints, notably for the outcome-focused accreditation work stream. A preliminary workplan has been developed and is currently undergoing review with the project team and interest holders prior to being finalized. Also, the delivery of the draft business case is now expected in Q1 2027.

Next steps

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

Appendix

- **Appendix 1:** Q3 Interim Strategic Performance report (for 2025-2029 strategic plan)

Interim Strategic Performance Report: Q3-2026

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

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

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

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

Reporting Information Sources

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

Reporting area	Source
Planned activities (as set in June 2024)	Copied from Board June 2024 strategic workshop presentation
2026 quarterly reporting	Staff updates as part of quarterly internal reporting
What we will do	Copied from 2025-2029 Strategic Plan
What does success look like	Copied from Board June 2024 strategic workshop presentation
How will we measure success in 2029	

Section 1

Realizing a stronger federation			
Status: 			
Planned activities	**Q1 (2026)**	**Q2 (2026)**	**Q3 (2026)**
Pillar: Implement Governance Review **Outcome: Engineers Canada has efficient and trustworthy governance processes**			
Submit governance proposal and implementation plan to Regulators for consultation and subsequent approval ***Indicator:*** *Regulators approve changes to the governance system*	• The governance final report was reviewed by the task force ahead of final delivery to the Board and Members.	• Project is on track. • Some recommendations on Board size and competency were adopted in principle by Members in May. • A June Board workshop was held to discuss next steps for implementation of recommendations for the duration of the 2025-2029 strategic plan.	• The project is on track. • Presentations by CEO and Governance Review Task Force Chair to the Regulators will be completed by October 2. • On track to finalize planning and preparation for the October workshop with interest holder which touches on the national alliance definition and explores ideas related to regulator forum.
Implement and monitor revised governance system ***Indicator:*** *No further changes to the governance system are proposed by Members for duration of Strategic Plan*	• Not started. Implementation is expected to start in Q3.	• Initiated, with implementation starting in Q3.	• Preparations were completed for October Board and Member decisions on the National Alliance definition, Board composition, and independent directors. • Work commenced on the Regulator forum, competency-based Board model, governance reporting enhancements, and supporting internal processes and implementation plans.
Pillar: Long-Term Funding **Outcome: Engineers Canada has efficient and trustworthy governance processes**			
Renew long-term funding agreement ***Indicator:*** *Regulators renew long-term funding agreement*	Deferred to 2027.		

Planned activities	Q1 (2026)	Q2 (2026)	Q3 (2026)
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 ***Indicator:*** *Supported by Engineers Canada, Regulators collaboratively tackle various regulatory areas/issues for duration of Strategic Plan*	• We supported the harmonized inter-association mobility applicant confirmation form and registrant naming convention harmonization initiatives. We also reviewed improvements of the National Membership Database (NMDB) and the Mobility Register.	• Working on developing a common inter-association mobility applicant (IAMA) confirmation form. • Waiting on CEOG direction for next steps on how to advance this initiative considering varying perspectives on the required length and detail of harmonized IAMA form.	• Staff is waiting on CEOG direction for next steps on future chosen initiatives (such as harmonized inter-association mobility applicant form). • Request for CEOG direction from Officials Groups on future work was also discussed at the October CEOG meeting. • As part of the National Trust in Data Program (NTID), initial process improvement work commenced related to the International Institutions and Degrees Database (IIDD).

Realizing accreditation and academic assessments			
Status: 			
Planned activities	**Q1 (2026)**	**Q2 (2026)**	**Q3 (2026)**
Pillar: National Academic Requirement for Licensure **Outcome: Regulators have trusted, efficient, inclusive and proactive systems that help them meet fairness requirements and maintain the authority for licensure.** **Outcome: The academic assessment requirements for CEAB graduates and non-CEAB applicants for licensure are aligned and fair.**			
Select competencies ***Indicator:*** *Interest holders are actively participating in project activities.*	• The recommended competencies have been selected. • The draft report for competencies definition has been shared with FSCP Advisory Group.	Completed.	
Undertake FSCP Pilot Study ***Indicator:*** *Interest holders are actively participating in project activities.* *(upcoming in 2026)*	• The recommended competencies have been selected. • The draft report for competencies definition has been shared with FSCP Advisory Group.	• Project is underway, milestones for this quarter have been met.	• The competencies to develop have been selected. • Competencies descriptors and rubrics have been collaboratively developed. • The development of assessment processes is nearing completion.
Share report of findings ***Indicator:*** *Interest holders are actively participating in project activities.*	• The recommended competencies have been selected. • The draft report for competencies definition has been shared with FSCP Advisory Group.	The findings report is expected to be completed in 2027.	
Decide on next steps ***Indicator:*** *Board approves changes.*	• Upcoming in 2027.		

Planned activities	Q1 (2026)	Q2 (2026)	Q3 (2026)
Pillar: Accreditation **Outcome: Accreditation is valued by regulators, educators, students and volunteers**			
Decision from Engineers Canada Board to proceed on other FEA Path Forward recommendations ***Indicator:*** *Engineers Canada Board approves next steps*	• The outcome-focused accreditation work was delayed due to capacity and resource constraints. Work is beginning to progress on this activity. • The work on the Specific Accreditation Units (AUs) and Meaningful Exposure to Licensed Professionals is progressing as planned. • The Realizing Futures of Engineering Accreditation (RFEA) Advisory Council discussed change management for the project.	• A preliminary workplan has been developed and is currently undergoing review with project team and interest holders prior to being finalized. • Updates have been provided to a variety of interest holders on the status of the RFEA project.	• A preliminary workplan has been developed and is currently undergoing review with project team and interest holders prior to being finalized. • The work on Specific Accreditation Units (AUs) and Meaningful Exposure to Licensed Professionals is progressing as planned.
Approve the revised purpose & scope of accreditation statements and design parameters by Engineers Canada Board. ***Indicator:*** *Engineers Canada Board approves revised purposes, scope of accreditation statements and design parameters.*	• Not started. This work will start in the next quarter	• A preliminary workplan has been developed and is currently undergoing review with project team and interest holders prior to being finalized.	• A preliminary workplan has been developed and is currently undergoing review with project team and interest holders prior to being finalized.
Evaluate whether the policy and operational functions of the CEAB should be separated. ***Indicator:*** *Appropriate policy group is established, if deemed appropriate.*	• The Engineers Canada Board included the evaluation of the separation of policy and operations for the CEAB into the scope of the governance review.	• The governance review has not yet addressed the potential creation of a new policy function for accreditation, separate from the operations of the CEAB.	
Hire consultant to help with change management across the system. ***Indicator:*** *Consultant is engaged to manage change in the system.*	• A decision was made not to hire a consultant due to a change in approach.		
Approval of the retirement of the minimum path by the Engineers Canada Board. ***Indicator:*** *Engineers Canada Board approves the retirement of the minimum path.*	• Deferred to 2027.		
Pillar: Academic assessments for internationally educated applicants **Outcome: Regulators have efficient, effective, consistent and fair requirements for the academic assessment of non-CEAB applicants for licensure**			
Develop business case ***Indicator:*** *Business case is developed and recommended by staff for presentation to Board.*	• A legal opinion on potential legal barriers to implementing a national academic assessment process for non-CEAB applicants has been shared with the National Admissions Officials Group and the CEO Group.	• The RFP to support development of business cases has been developed and is out for bids. • Milestones related to this and the development of the business case will now be delivered in the next quarter.	• A contractor, KJ Consulting, has been hired to develop an environmental scan and the business plan. • Consultations will be held with the Regulators (by region) and the CEQB.

Realizing our role in sustainability			
Status: 			
Planned activities	**Q1 (2026)**	**Q2 (2026)**	**Q3 (2026)**
Pillar: Board-approved initiatives **Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts**			
Adopt a new Environmental, Social, Governance (ESG) policy ***Indicator:*** *Policy approved by Engineers Canada Board*	• The Governance committee has established a working group to further develop the draft policies and policy statements.	• The Governance committee has established a working group to further develop the draft policies and policy statements.	• The policy development has been deferred to 2027.
Pillar: Scope our national role to support Regulators **Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts**			
Hold workshop and consult Regulators on options for Engineers Canada's role ***Indicator:*** *Regulators attend workshop and inform options as documented in the consultation report*	• Upcoming.	• A facilitator has been selected through a public RFP to design and facilitate the Fall workshop, which will include the Engineers Canada Board, the CEOs and the Presidents. Workshop facilitator has been selected, and workshop will take place October 7, 2026.	• The workshop has been deferred to fall 2027. The environmental scan will be released at that time.
Determine how the engineering profession can contribute to UNSDGs ***Indicator:*** *Engineers Canada has a defined role and areas of focus for the profession as approved by the Board*	• Not started. This work will be informed by the outcomes/outputs of the Fall workshop.	• Not started. This work will be informed by the outcomes/outputs of the Fall workshop.	• The work has been deferred to 2027, given that it will follow the fall 2027 workshop.

Realizing an inclusive profession			
Status:			
Planned activities	**Q1 (2026)**	**Q2 (2026)**	**Q3 (2026)**
Pillar: Drive inclusiveness of women Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation			
Welcoming and Inclusive Profession Narrative Framework and Strategy ***Indicator:*** Completion and endorsement of the Welcoming and Inclusive Profession Strategy by the Senior Leadership. Completion and dissemination of a shared national narrative to support strategy adoption and interest holder engagement.	• New item, based on new strategy	• Due to an expansion of scope on a related project (national culture survey), finalization and the development of roadmap resources have been moved into Q3. • This project is still on track for completion in Q4.	• All resources were distributed in Q3. • Due to competing priorities, the taskforce requested additional time to review and provide feedback on the documents pushing this work into Q4. We still anticipate the project will be completed in Q4.
Evolving the Engineering Employer Champion Program ***Indicator:*** Number of employers engaged in the benchmark review process and providing feedback on the Employer Champion framework. (Target: 12+ employers).	• New item, based on new strategy	• This project is on track and ahead of schedule. We have identified and secured 16 companies to review and provide feedback on the draft benchmark.	• Twelve companies were selected and provided feedback on the draft benchmark. • Focus groups have started and will continue through Q4.
Advance Regulatory Roadmap (Inclusivity Taskforce) ***Indicator:*** Regulator engagement in the development, validation, and implementation of the roadmap, national culture survey, and companion guide.	• New item, based on new strategy	• The scope of the national culture survey was broadened to include new measures of success and a more comprehensive assessment of progress. • At the 30 by 30 Conference in Calgary, we soft-launched the national narrative and roadmap to move the engineering profession beyond representation toward a more welcoming and inclusive profession, receiving positive feedback from interest holders.	• The work on the national culture survey is on track. A decision was made to have the consultants build out the form and analyze the data with distribution planned in November 2026. • Regarding the National Membership Report, we anticipate having all the recommendations from the consultant by end of September.

Planned activities	Q1 (2026)	Q2 (2026)	Q3 (2026)
Pillar: Embracing Inclusion, Diversity, Equity and Accessibility (IDEA) **Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation**			
Invest in capacity-building efforts of key organizations ***Indicator:*** *The scope of the current evaluation framework is updated to include accessibility and new partnerships are explored*	We are continuing to work with the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT), Black Engineers of Canada (BEC), and EngiQueers Canada (EQ Canada) to support capacity-building.		
Consult Regulators to define Engineers Canada's role in advancing accessibility ***Indicator:*** *Engineers Canada has a defined role identified by Regulators*	Deferred to 2027 because other EDI work has been brought to the forefront, requiring more resources than previously anticipated.		
Pillar: Fostering Truth & Reconciliation Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation			
Advance Truth and Reconciliation ***Indicator:*** Truth and Reconciliation framework and action plan developed, informed by leading practices and Indigenous advisory committee.	• New item, based on new strategy	• The Truth and Reconciliation framework and action plan were presented at the May national conference in Calgary and received positive feedback. • Three organizations demonstrating leading practices were identified, with Q3 meetings scheduled to learn how they have operationalized their commitments. • Consultant engagement has been deferred to late Q3/early Q4 to incorporate insights from these organizations and better inform the next phase of work.	• Due to scheduling challenges, we were not able to secure meetings with the three identified companies. We have started initial conversations with a consultancy and anticipate hiring by October with this work likely being completed in Q1 2027.

Realizing a fuller awareness of engineers			
Status: 			
Planned activities	**Q1 (2026)**	**Q2 (2026)**	**Q3 (2026)**
Pillar: National marketing campaign **Outcome: The public has an increased awareness of engineers' contributions to society**			
Execute marketing strategy ***Indicator:*** *Marketing strategy has been executed*	• We held an initial meeting with National Communications Officials Group to discuss the potential direction for a national marketing campaign.	• Draft strategic framework has been prepared, with two rounds of feedback from National Communications Officials Group. • Currently confirming general agreement on the overall approach and readiness to proceed to work planning and RFP stages.	• Confirming regulator CEO agreement on the overall approach, with RFP process to secure marketing agency and/or consultants commencing in late September / early October.
Pillar: Pathway to engineering **Outcome: The public has an increased awareness of engineers' contributions to society**			
National Initiative to Scale and Align Early Career Support for Engineering Licensure ***Indicator:*** *Distribution of 90 scholarships to support licensure. Delivery of four national webinars to support licensure and promote value of the license.*	We launched a successful second pilot with a consultant to support an additional 90 women going through the licensure process.		
Pillar: Engineers in leadership **Outcome: The public has an increased awareness of engineers' contributions to society**			
Develop and implement strategy ***Indicator:*** *Workplan has been implemented*	• Research report is complete and has been delivered. • Currently drafting initial project plan based on findings and recommendations.	• Confirmed next steps with SLT and currently preparing workplan for rolling out research findings and support resources prior to the end of 2026.	• Future activities have been confirmed, and staff are moving to procure support in developing resources. • Some delays are being experienced due to competing internal resources and broader engagement with consultants to assess potential collaboration opportunities.

Section 2

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

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

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 ***Indicator:*** *Appropriate project governance is established* *Interest holders are actively participating in project activities.* *(completed in 2025)*	■				
Hire an expert ***Indicator:*** *Consultant is engaged to support the FSCP Pilot Study.* *(completed in 2025)*	■				
Select competencies ***Indicator:*** *Interest holders are actively participating in project activities.* *(completed g in 2025)*	■				
Undertake FSCP Pilot Study ***Indicator:*** *Interest holders are actively participating in project activities.*		■			
Share report of findings ***Indicator:*** *Interest holders are actively participating in project activities.*		■			
Decide on next steps ***Indicator:*** *Board approves changes.*		■			
Pillar: Accreditation **Outcome: Accreditation is valued by regulators, educators, students and volunteers**					
Decision from Engineers Canada Board to proceed on other FEA Path Forward re ***Indicator:*** *Engineers Canada Board approves next steps* *(completed in 2025)*	■				
Approve the revised purpose & scope of accreditation statements and design parameters by Engineers Canada Board. ***Indicator:*** *Engineers Canada Board approves revised purposes, scope of accreditation statements and design parameters.*		■			
Establish new policy group to reflect new purpose and scope. ***Indicator:*** *Appropriate policy group is established.*		■			
Hire consultant to write new policies ***Indicator:*** *Consultant is engaged to write new policies.*			■		
Hire consultant to help with change management across the system. ***Indicator:*** *Consultant is engaged to manage change in the system.*		■			
Approval of the retirement of the minimum path by the Engineers Canada Board. ***Indicator:*** *Engineers Canada Board approves the retirement of the minimum path.*		■			
Report in findings around feasibility of accepting Higher Education Institutions (HEI) evaluations. ***Indicator:*** *Findings report is shared publicly.*				■	
Revise and get approval for the CEAB Accreditation criteria procedures (criteria, policies and principles). ***Indicator:*** *Engineers Canada Board approves the accreditation criteria.* *The CEAB approves the policies and the principles.*			■	■	

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. ***Indicator:*** *Business case is developed and recommended by staff for presentation to Board.*		■			
Business case is shared. ***Indicator:*** *Board decides that proposal is viable and approves it for Regulator consultation.*			■		
Consult Regulators on viable option(s). ***Indicator:*** *Engineers Canada has a clear path forward as documented in consultation report.*				■	
Transition other Engineers Canada services and programs where needed. ***Indicator:*** *A plan is approved and implemented as applicable.*					■

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 ***Indicator:*** *Policy approved by Engineers Canada Board*	■				
Investigate and assess requirements and impacts of becoming a carbon neutral organization ***Indicator:*** *Report prepared and presented to the Engineers Canada Board.*		■			
Make decision on becoming a carbon neutral organization or not ***Indicator:*** *Decision made by Engineers Canada Board*			■		
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 (completed in 2025)*	■	■			
Hold workshop and consult Regulators on options for Engineers Canada's role ***Indicator:*** *Regulators attend workshop and inform options as documented in the consultation report*		■			
Determine how the engineering profession can contribute to UNSDGs ***Indicator:*** *Engineers Canada has a defined role and areas of focus for the profession as approved by the Board*		■	■		

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 ***Indicator:*** *Recommendations are approved by the Board*	■				
Share 30 by 30 repositioning recommendations ***Indicator:*** *Recommendations are approved by the Board*			■		
Implementation of recommendations with Regulators, HEIs and employers ***Indicator:*** *Recommendations are implemented by end of Strategic Plan*			■	■	■
Pillar: Embracing IDEA **Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation**					
Invest in capacity-building efforts of key organizations ***Indicator:*** *The scope of the current evaluation framework is updated to include accessibility and new partnerships are explored*		■	■	■	■
Consult Regulators to define Engineers Canada's role in advancing accessibility ***Indicator:*** *Engineers Canada has a defined role identified by Regulators*		■			
Become an IDEA employer of excellence ***Indicator:*** *Engineers Canada has established internal goals and metrics for success related to being an IDEA employer of excellence (Completed in 2025)*		■	■	■	■
Pillar: Fostering Truth & Reconciliation **Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation**					
Conduct environmental scan to compile emerging trends and similar organizations' practices ***Indicator:*** *Environmental scan is completed and results are integrated into Engineers Canada's work (Completed in 2025)*	■				
Provide training to staff and volunteers ***Indicator:*** *Training has been provided to staff and volunteers (Completed for 2025)*	■	■	■	■	■
Strike partnerships with Indigenous associations, councils and organizations ***Indicator:*** *Partnerships are documented and have clear objectives (Completed in 2025)*		■	■	■	■
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) ***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*		■	■	■	■

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 ***Indicator:*** *Report is shared with Board and Regulators* *(Completed in 2025)*					
Consult Regulators to determine whether a national marketing campaign should continue and if so, how it would be funded ***Indicator:*** *Engineers Canada has a clear path forward as documented in consultation report* *(Completed in 2025)*					
Implement next steps as agreed upon during consultation ***Indicator:*** *Consultation report shared with Regulators and implemented*					
Pillar: Pathway to Engineering **Outcome: The public has an increased awareness of engineers' contributions to society**					
Communications plan developed and implemented ***Indicator:*** *Ongoing growth in social media following throughout course of the strategic plan* *(Completed in 2025)*					
Informational content on the licensure process in Canada for engineering graduates from CEAB-accredited programs is maintained online ***Indicator:*** *Stable engagement with content over several years* *(Completed in 2025)*					
Conduct mid-point evaluation and readjust approach and content if appropriate ***Indicator:*** *Evaluation is conducted and path forward is shared*					
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 ***Indicator:*** *Report is validated by advisory group to this work and Regulators* *(Completed in 2025)*					
Create advisory group and project charter *(Completed in 2025)*					
Develop and implement strategy					

BRIEFING NOTE: For decision

FY27 Budget and 2029 Per Capita Assessment	4.2
Purpose:	To approve the FY27 Budget and recommend the amount of the 2029 Per Capita Assessment Fee to the Members
Link to the Strategic Plan/Purposes:	Board responsibility: Provide financial oversight by ensuring that the annual budget is developed to align with the organization's values and guide decision making
Link to the Corporate Risk Profile:	Financial compliance (operational risk) Reduced long-term financial viability (Board risk)
Motions to consider:	1. *THAT the Board, on recommendation of the FAR Committee, approve the 2027 budget, as presented.* 2. *THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2029 Per Capita Assessment Fee be set to $13 per Registrant.*
Vote required to pass:	Two-thirds majority, as per articles 5.7 b) and 5.8 b) of the Bylaw
Transparency:	Open session
Prepared by:	Derek Menard, Chief Financial Officer Antheia Rae, Manager, Governance and Board Services
Presented by:	Jitendra Paliwal, Chair, FAR Committee

Problem/issue definition

- The Board is required to ensure that an annual budget is developed that outlines the resources required to enable the Strategic Plan, deliver on Engineers Canada's 10 Core Purposes and maintain the reserves in accordance with Board policy 7.12, *Net Assets*.
- As per article 7 of the Engineers Canada Bylaws, the Board is also required to recommend to the Members by January 2027 the amount of the Per Capita Assessment Fee (PCAF) that will be in effect as of January 2029.

Proposed action/recommendation

FY27 budget

- That the Board approve the proposed FY27 budget. No modifications have been made since its presentation to the Board on October 8, 2026 (Agenda book pages 94-123).

2029 PCAF

- Recommend to the Members at their 2027 annual meeting that the 2029 PCAF be set at $13 per registrant.

Financial implications

- The proposed FY27 Budget includes $13.1 million in revenue and $13.4 million in expenses:
    - Revenue is expected to increase by $537,715 (4.3%) compared to 2026.
    - Operating expenses are budgeted at $12.2 million, an increase of 3.5% or $412,825 from 2026.
    - A total of $1,162,841 in spending relates to delivery of strategic plan directions, which are to be partially funded by drawing down unrestricted reserves.
    - The proposed 2027 budget has an overall deficit of $289,897.

Benefits

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

Risks

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

Consultation

- The Board discussed the proposed budget and PCAF at its October 8, 2026, meeting.
- At its meeting on October 20, the FAR Committee reviewed and supported the final proposed FY27 budget and PCAF recommendation.
    - The Committee discussed inflation as requested by the Board and did not make subsequent adjustments.

Next steps (if motion approved)

- Financial reports will be delivered to the FAR Committee on a quarterly basis. Following the Committee's discussions, the reports will be posted to the Board's portal. Anything of significance will be reported to the Board.
- Members will be immediately informed of the proposed 2029 PCAF and this item will be placed on the May 2027 AMM agenda for approval.

BRIEFING NOTE: For decision

Board policy updates	4.3
Purpose:	To approve revisions to existing Board policies
Link to the Strategic Plan/ Purposes:	Board responsibility: Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)
Motion(s) to consider:	*THAT the Board, on recommendation by the Governance Committee, approve the revised 7.7 Investment Policy.*
Vote required to pass:	Two-thirds majority
Transparency:	Open session
Prepared by:	Antheia Rae, Manager, Governance and Board Services
Presented by:	Marisa Sterling, Chair, Governance Committee

Problem/issue definition

Through its regular policy review, the Governance Committee (GC) has identified revisions to one (1) board policy for approval.

Proposed action/recommendation

- That the Board review and approve the proposed revisions to the existing policies presented in Appendix 1:
  - **7.7 Investment Policy** Minor revisions proposed to revise the review period from biennial to triennial.

Other considerations

- Revisions to three (3) Board policies due for regular review were considered at the GC's September 16, 2026, meeting. Staff reviewed each policy in advance of the meeting and proposed revisions as deemed appropriate. A committee member was then assigned to review the policies in detail and present proposed changes to the committee.
- The two (2) policies not brought forward to the Board at this time will be addressed as follows:
  - 4.4 Confidentiality – No changes recommended at this time – maintain the policy as written.
  - 7.10 Whistleblowing – The committee will continue to discuss proposed revisions and will look at proposed amendments to the policy at it November 2026 meeting for Board approval at the February 2026 Board meeting.

Risks

- No significant risks have been identified with approving the proposed policy revision.

Financial implications

- The policy revision does not have budgetary implications.

Benefits

- As the Investment Policy establishes a long-term framework for investment management and has remained largely stable between review periods, a triennial review cycle is considered sufficient to support effective governance. The proposed change will enable resources to focus on higher-priority governance reviews while

preserving the Board's ability to undertake an earlier review should material changes in market conditions, organizational circumstances, or regulatory requirements arise.

Consultation

- In addition to the preliminary review conducted by Engineers Canada's governance staff, the FAR Committee reviewed Board policy 7.7 at its May meeting and provided no further comment.

Next steps

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

Appendix

- **Appendix 1**: Redline 7.7 Investment Policy

7 Board policies

7.7 Investments

Date of adoption: February 24, 2021 (Motion 2021-02-7D) | *Review period: ~~Biennial~~Triennial*

Date of latest amendment: October 10, 2024 (Motion 2024-10-5D) | *Date last reviewed: October 10, 2024*

Commented [JB1]: This change reflects the evergreen nature of this policy and aligns with the typical review period for Board policies.

7.7.1 Investment objectives

(1) Engineers Canada has a goal of establishing a well-diversified investment portfolio with a focus on responsible investing, which will be managed to ensure preservation of capital while seeking moderate growth. Any funds which are not required to carry out the short-term operations of Engineers Canada, for the purposes outlined in its Bylaws, articles, mission statement and Strategic Plan, shall be invested in accordance with this policy. Funds required for short-term operations will be held separately in highly liquid investments.

(2) Further, without limiting the scope of the above statement, the following considerations shall be taken into account:

a) The time horizon this portfolio will remain invested is long, at least ten (10) years;

b) The investment portfolio will provide medium-term capital preservation to meet cash flow requirements over the next 3 years. Engineers Canada will provide the investment advisor a report with medium-term cashflow requirements at a minimum, on a quarterly basis;

c) Most investments in this portfolio will remain liquid and quickly convertible to cash. However, a small portion of the portfolio will be invested in illiquid investments;

d) While Engineers Canada is concerned with preserving the value of the portfolio, it is understood that some short-term volatility could be encountered in order to achieve long-term performance objectives. As a result, a decrease in portfolio value of twenty percent (20%) can be tolerated provided that these decreases are reflective of general market conditions;

e) Engineers Canada is committed to meaningful investments in environmental, social and governance (ESG)-focused funds, when and to the extent it makes sense to do so;

f) Engineers Canada is tax-exempt as defined under the *Income Tax Act*; and,

g) There are no legal constraints or preferences unique to Engineers Canada that will impact the investment management of this portfolio.

7.7.2 Asset mix guidelines

The following asset mix guidelines shall be followed in order to achieve moderate, consistent returns. Should market conditions and/or cash withdrawals cause the portfolio to be outside the following ranges, the investment manager will undertake steps to realign the portfolio within a reasonable period of time.

Asset Class	Minimum Allocation (%)	Neutral Allocation (%)	Maximum Allocation (%)
Cash	10	20	25
Fixed Income	25	35	45
Equity	30	40	60
Canadian Equity	5	10	15
U.S. Equity	5	10	15
International Equity	5	10	15
Global Equity	5	10	15
Alternative	0	5	10

7.7.3 Monitoring performance and reporting

The following Benchmarks shall be used in assessing the overall performance of the portfolio:

Asset Class	Asset Weight (%)	Benchmark
Cash	20	FTSE Canada 30 Day T-Bill
Canadian Fixed Income	35	FTSE Canada Universe Bond Index
Canadian Equity	10	S&P/TSX Capped Composite TR
U.S. Equity	10	S&P 500 Index TR
International Equity	10	MSCI EAFE
Global Equity	10	MSCI World (Net)
Alternative	5	Alternative Equity

7.7.4 Servicing and reporting

The investment manager will meet with the CEO, the Chief Financial Officer, and the chair of the FAR Committee at least annually (or more frequently, if requested) to discuss the portfolio returns and to reconfirm investment objectives. The investment manager will also provide consolidated reporting reflecting the combined assets of the portfolio on a quarterly basis.