

## AGENDA

### December 5, 2025 Board Meeting (OPEN SESSION)

December 05, 2025      11:10 - 16:15

EGBC Office and Via Teams

**Chair:** Ling, Karen      **Secretary:** Richards, Tracy

**Requested:** Tracy Richards, Bill Chan, Veronica Knott, Karen Ling, Michelle Mahovich, Cathy McIntyre, Mark Porter, Matthew Salmon, T.J. Schmaltz, Colette Trudeau, Jens Weber, Malcolm Shield, Gordon Zhou, Jennifer Cho, Tanya Hupka, Alison Dantas, Will Morrison, Heidi Yang, Deesh Olychick, Jason Ong, Megan Archibald, Neil Cumming, Peter Helland, Alicia Tan

				Pages
11:10	•	1.0 OPEN SESSION - Welcome Greetings & Call to Order	Action	Ling, Karen
11:10	○	MOTION: That the Board approve the Open agenda in its entirety.	Motion	
	○	1.1 Declaration of Conflict of Interest	Declaration as Required	
11:13	•	2.0 OPEN CONSENT AGENDA	Approval	Ling, Karen
11:13	○	MOTION: That the Board approve all items under the Open Consent Agenda as presented.	Motion	
	○	2.1 Approval of October 29, 2025 Open Minutes	Decision	
	•	<b>29_Oct_2025_Board_OPEN_MINUTES_draft</b>		<b>3 - 4</b>
	■	MOTION: That the Board approve the October 29, 2025 Open Meeting minutes as circulated.	Motion	
11:14	•	3.0 OPEN REGULAR AGENDA	Action	
11:15	•	3.1 Registrant Consultation and Engagement Strategy	Decision	Bushman, Tara
	•	<b>3.1 Registrant Consultation and Engagement Strategy Report</b>		<b>5 - 10</b>
11:15	○	MOTION: That the Board approve the organization's Registrant Consultation and Engagement Strategy, attached as Appendix A.	Motion	
11:45	•	3.2 FY2026 Q1 Financial Results & Forecast	Information	Tan, Alicia
	•	<b>3.2 FY2025 Q1 FS Results and Forecast 1</b>		<b>11 - 20</b>
12:00	•	3.3 Year 4 Strategic Plan Update	Information	Dantas, Alison
	•	<b>3.3 Strategic Plan Update (Open Session 12.5.25)</b>		<b>21 - 25</b>

12:15	LUNCH BREAK (includes group photo session)	Break	
13:15	<ul style="list-style-type: none"> <li>3.4 CEO Report (Open)</li> <li><b>3.4 December 5, 2025- Open CEO Report</b></li> </ul>	Information	Yang, Heidi
			<b>26 - 30</b>
13:25	<ul style="list-style-type: none"> <li>3.5 Annual Update from Investigation Committee</li> </ul>	Information	Helland, Peter
13:55	<ul style="list-style-type: none"> <li>3.6 Annual Update from Discipline Committee</li> </ul>	Information	Cumming, Neil
14:25	<ul style="list-style-type: none"> <li>3.7 Future Agenda Planning</li> </ul>	Discussion	Ling, Karen
14:45	<ul style="list-style-type: none"> <li>END OF OPEN SESSION</li> </ul>	Action	
15:00	AFTERNOON BREAK (15 mins)	Break	
15:15	<ul style="list-style-type: none"> <li>IN - CAMERA SESSION</li> </ul>	Discussion	Ling, Karen

MINUTES OF THE OPEN SESSION OF THE FIRST MEETING of the 2025/2026 Board of Engineers and Geoscientists BC, held on October 29, 2025 at the Sheraton Vancouver Wall Centre, Orca Room.

**Present**

<b>Board</b>	
Mark Porter, P.Eng., StructEng.	Immediate Past Chair (2025/2026)
Bill Chan, CPA, CGA, MBA, ICD.D	Board Member (2025/2026)
Veronica Knott, P.Eng.	Board Member (2025/2026)
Karen Ling, P.Eng.	Board Member (2025/2026)
Michelle Mahovlich, P.Eng., P.Geo.	Board Member (2025/2026)
Cathy McIntyre, MBA, C.Dir	Board Member (2025/2026)
Matthew Salmon, P.Eng.	Board Member (2025/2026)
TJ Schmaltz, JD, FCPHR, SHRM-SCP, ICD.D	Board Member (2024/2025)
Malcolm Shield, P.Eng.	Board Member (2025/2026)
Colette Trudeau, M.A.	Board Member (2025/2026)
Jens Weber, P.Eng.	Board Member (2025/2026)
Gordon Zhou, P.Eng.	Board Member (2025/2026)

<b>Staff</b>	
Jennifer Cho, CPA, CGA	Chief Financial & Administration Officer
Alison Dantas	Chief Operating Officer
Tanya Hupka	Executive Assistant to CEO
Will Morrison	Manager of Governance, Policy & Government Relations
Jason Ong	Chief Regulatory Officer (Acting)
Deesh Olychick	Director, Corporate Governance & Strategy
Tracy Richards	Board Governance Specialist
Heidi Yang, P.Eng., FEC, FGC (Hon.)	Chief Executive Officer & Interim Registrar

## **OPEN SESSION – CALL TO ORDER**

Mark Porter, P.Eng., StructEng., Immediate Past Chair called the Open Session to order at 12:40 p.m. and welcomed everyone to the meeting.

He began the meeting by acknowledging the ancestral, traditional and unceded traditional territories of the Musqueam, Squamish and Tsleil-Waututh Nations on whose territory the meeting was held and shared that this Acknowledgment is a way of demonstrating our ongoing good intention on our journey towards Truth and Reconciliation.

CO-26-01     OPEN AGENDA

**MOTION**     **It was moved that the Board approve the Open Agenda in its entirety.**

**CARRIED**

CO-26-02     SIGNING OF THE OATH OF OFFICE

The Immediate Past Chair thanked all Board members for returning their executed Oaths of Office in advance of the meeting. He then invited Heidi Yang, P.Eng., FEC, FGC (Hon.) Chief Executive Officer and Interim Registrar to recite the Oath of Office aloud with the Board swearing the same.

The Immediate Past Chair then advised that the Oaths of Office would be counter-signed by the Interim Registrar following the meeting.

CO-26-03     REVIEW OF UPCOMING MEETINGS

The Immediate Past Chair walked the Board through the upcoming Board events that have been scheduled in the coming weeks.

## **END OF OPEN SESSION**

The meeting ended at 12:50 p.m.

DATE	December 5, 2025
REPORT TO	Board for Decision
FROM	Megan Archibald, Director, Communications and Engagement Dave Pinton, Associate Director, Communications and Engagement Tara Bushman, Manager, Communications
SUBJECT	Registrant Consultation and Engagement Strategy
LINK TO STRATEGIC PLAN	Clarify our organization's role through clear communication that builds confidence and trust with our registrants and the public

Purpose	To review and approve the Registrant Consultation and Engagement Strategy.
Motion	That the Board approve the organization's Registrant Consultation and Engagement Strategy, attached as <b>Appendix A</b> .

## BACKGROUND

Historically, when and how we seek feedback from registrants has been inconsistent—both in focus, frequency, and how we apply that feedback to decision-making. This lack of clarity and consistency can undermine trust and make it harder to build strong relationships. Following the introduction of the *Professional Governance Act* in 2021, the close-down of several advocacy-focused programs and the transition of the Branch program to BCSEG also removed several channels that used to provide a consistent, informal source of feedback to the organization.

To help bridge this gap, we have an opportunity to establish more predictable, transparent touchpoints that reflect how registrants want to work with us, and to move from collecting feedback sporadically to a structured approach that supports our mandate and aligns with registrant preferences.

The Registrant Consultation and Engagement Strategy addresses this need and supports the Trusted Partnerships imperative in the 2022–2027 Strategic Plan, which aims to clarify the organization's role through clear communication that *builds confidence and trust with our registrants and the public*. The delivery of this strategy concludes the first phase of work under this

pillar, which focuses on collecting feedback from registrants to inform decision-making. The next phase will focus on building trust with the public. In parallel, the organization is developing a communications plan to further clarify our role and ensure consistent, transparent messaging across all audiences.

This strategy does not replace existing engagement activities but rather adds structure and support to them. We engage with registrants regularly—through consultations, surveys, focus groups, and other mechanisms—and this strategy ensures that such engagement is conducted in a consistent, resourced, and planned way, enabling us to collect and use data more effectively, and report the results in a consistent way to registrants.

To support the strategy, a Consultation and Engagement Framework has also been developed to guide our consultation and engagement work. This framework was shaped through internal engagement with staff to understand pain points and identify practical ways to support their work. Staff input helped define the types of engagement activities that are most useful, clarify the distinction between communication and engagement, and ensure the framework is both operational and adaptable to departmental needs.

## DISCUSSION

The Registrant Consultation and Engagement Strategy was informed by a series of engagement activities from May 2024 to June 2025, including:

- Registrant Insights Survey (3,850 participants)
- Communication Insights Focus Groups (29 virtual attendees)
- Annual Conference Engagement Booth and Survey (100 in-person, 32 virtual participants)

Findings show registrants prefer low-barrier, purposeful engagement, especially via surveys and virtual formats. Trust metrics are improving, and registrants are interested in topics like Continuing Education, Regulatory Changes, Practice Guidance, Climate Change, and Artificial Intelligence.

The findings and proposed goals of the Registrant Consultation and Engagement Strategy were presented to the Board in June. The Board reviewed the results of engagement activities and supported the direction and goals outlined for the strategy.

Since the June board meeting, the following steps have been taken:

- The Registrant Consultation and Engagement Strategy goals were refined, and objectives were drafted.
- The strategy was reviewed by the Communications leadership team and the Executive Team.
- Definitions of engagement, consultation, and communications were clarified for this project.

The proposed Registrant Consultation and Engagement Strategy is attached as **Appendix A**.

### **NEXT STEPS**

If the strategy is approved, we would undertake these additional actions to ensure successful implementation and ongoing evaluation:

- Develop detailed implementation plans and supporting resources for a phased rollout beginning in 2026.
- Communicate the adopted strategy and next steps to staff and registrants.
- Monitor progress using identified success indicators and report back on outcomes and ongoing improvements through the Strategic Plan Reports.

### **RECOMMENDATION**

It is recommended that the Board approve the Registrant Consultation and Engagement Strategy as presented in the attached **Appendix A**.

### **MOTION**

That the Board approve the Registrant Consultation and Engagement Strategy, attached as **Appendix A**.

### **APPENDIX A – Registrant Consultation and Engagement Strategy**



# REGISTRANT CONSULTATION AND ENGAGEMENT STRATEGY

## INTRODUCTION

In support of our vision for modern, inclusive, and progressive regulation, Engineers and Geoscientists BC has developed a Registrant Consultation and Engagement Strategy to guide how we build trust and foster meaningful connections with our registrants. Central to this strategy is the strategic imperative of trusted partnerships—ensuring that consultation\* and engagement\*\* is not only purposeful and transparent, but also rooted in mutual respect and confidence.

Our approach balances organizational priorities with registrant interests by actively seeking input on topics that directly impact registrants and require their perspectives to inform decisions. At the same time, we create opportunities to hear feedback on issues that registrants identify as important. By making space for both types of input before decisions are made, we aim to build trust, strengthen relationships, and ensure engagement is meaningful for all parties.

\* *“Consultation” is a formal process to collect feedback to inform decision making.*

\*\* *“Engagement” refers to any structured activity where registrants are invited by Engineers and Geoscientists BC to provide feedback on a specific topic or initiative. This includes consultation, surveys, focus groups, and other feedback mechanisms.*

## GOALS AND OBJECTIVES

The Registrant Consultation and Engagement Strategy is grounded in three strategic goals, which provide the foundation for the development and delivery of all engagement activities. Each goal is supported by objectives to help guide staff in a phased approach to operationalizing the strategy.

### **GOAL 1: ENGAGE REGISTRANTS WHERE INTERESTS AND ORGANIZATIONAL NEEDS ALIGN**

**Objective 1.1:** Coordinate with internal teams to identify and plan engagement initiatives that reflect both organizational priorities and timely industry topics, while considering registrants’ interests and preferences.

**Objective 1.2:** Establish a regular internal touchpoint with relevant teams before proposed bylaw amendments to assess potential impacts on registrants and determine if consultation is needed.

## **GOAL 2: CREATE A TRANSPARENT FEEDBACK PROCESS THAT CLOSSES THE LOOP WITH REGISTRANTS**

**Objective 2.1:** Maintain an external engagement webpage that clearly communicates upcoming opportunities and summarizes outcomes for registrants.

**Objective 2.2:** Establish a consistent and clear process for reporting back to registrants on how their feedback was considered and used in decision-making.

**Objective 2.3:** Finalize and implement the Consultation and Engagement Framework and Toolkit\* internally, and train staff on how to apply it consistently.

*\*The Consultation and Engagement Framework and Toolkit are a set of internal resources designed to help staff consistently plan, deliver, and report on engagement activities—clarifying what constitutes engagement, when to seek support, and how to incorporate registrant feedback into decision-making. The framework also provides guidance to ensure inclusive representation in engagement activities, such as sampling registrants from diverse geographic regions, professional disciplines (including geoscientists), and equity-deserving groups like members of the EDI&T&R working group.*

## **GOAL 3: TAILOR ENGAGEMENT METHODS AND INVOLVEMENT TO REGISTRANT PREFERENCES**

**Objective 3.1:** Use low-barrier, virtual engagement methods as the default approach to reflect registrants' preference for surveys and occasional participation.

**Objective 3.2:** Offer deeper engagement opportunities selectively, focusing on topics that require more nuanced input or affect specific registrant groups.

## **MEASURING SUCCESS**

To ensure the Registrant Consultation and Engagement Strategy is effectively implemented and delivering its intended outcomes, the following measures of success have been identified. These indicators will help track progress, support continuous improvement, and demonstrate alignment with both organizational priorities and registrant expectations.

### **Goal 1: Engage Registrants Where Interests and Organizational Needs Align**

- All departments identify projects requiring engagement or consultation support
- Gaps and overlap in engagement topics are identified and addressed
- Engagement activities are prioritized based on needs identified by staff, ensuring alignment with organizational objectives
- As resources allow, seek input from registrants on priority topics identified as important to them

**Goal 2: Create a Transparent Feedback Process that Closes the Loop with Registrants**

- Annual internal engagement calendar is published and communicated to staff
- Consultation and Engagement Framework and Toolkit are finalized and shared with staff
- Engagement webpages are launched externally and updated quarterly or as needed
- All engagement activities include a “close the loop” follow-up, with outcomes communicated to participants

**Goal 3: Tailor Engagement Methods and Involvement to Registrant Preferences**

- Majority of annual engagement activities use preferred channels (e.g., surveys, virtual tools)
- Participation rates meet or exceed organizational benchmarks (e.g., 10% survey response rate)
- Registrant feedback after each engagement indicates understanding and/or satisfaction with the activity (e.g., did you understand the purpose of this survey?)

As Engineers and Geoscientists BC continues to evolve as a modern, progressive regulator, this strategy lays the foundation for meaningful, structured engagement with registrants assuring their voices inform decisions that shape professional practice. This strategy positions us to deliver engagement that is thoughtful, inclusive, and aligned with both organizational priorities and registrant expectations.

DATE	December 5 <sup>th</sup> , 2025
REPORT TO	Board for Information
FROM	Jennifer Cho, CPA, Chief Financial and Administration Officer Alicia Tan, CPA, Director, Finance
SUBJECT	FY2026 Q1 Financial Results and Forecast Update
LINK TO STRATEGIC PLAN	We have efficient and effective systems in place to enable modern regulation.

<b>Purpose:</b>	For Board to review financial results for first quarter FY2026 ending September 30, 2025, and FY2026 financial forecast.
<b>Motion:</b>	For information only.

### BACKGROUND

The financial results for the first quarter (Q1) of fiscal year 2026 (FY2026) as of end of September 30, 2025 is provided here for information. This information package includes:

- 1) highlights of the financial results for Q1 of FY2026 covering the period of July 1, 2025 to September 30, 2025 with comparisons to the budget for the same period, with a highlight on major variances; and
- 2) a forward-looking financial forecast for FY2026 ending June 30, 2026 with highlights on key items compared to Budget.

## FY2026 Q1 FINANCIAL RESULTS

### SUMMARY STATEMENT OF REVENUE AND EXPENSES

Table 1		A	B	C*
		YTD Sep Actuals	YTD Sep Budget	YTD Variance Actual vs Budget
<b>Summary</b>				
1	Revenue	8,085	7,868	217
2	Salaries and benefits	5,096	4,966	(130)
3	Expenditures	2,155	2,557	401
4 = (1-2-3)	Surplus (Deficit) Before Grants and External Projects	834	346	488
5	Surplus (Deficit) from Grants and External Projects	4	91	(87)
6 = (4+5)	<b>Surplus (Deficit)</b>	<b>837</b>	<b>437</b>	<b>400</b>

*\* Positive figures add to the surplus and negative figures reduce surplus.*

The Q1 financial result as at end of September 30, 2025 ended with a year-to-date (YTD) surplus of \$837K (A6). This is \$ 400K (C6) higher than the budgeted YTD surplus of \$ 437K (B6). A more detailed variance report is outlined in **Appendix A**.

#### YTD Revenues

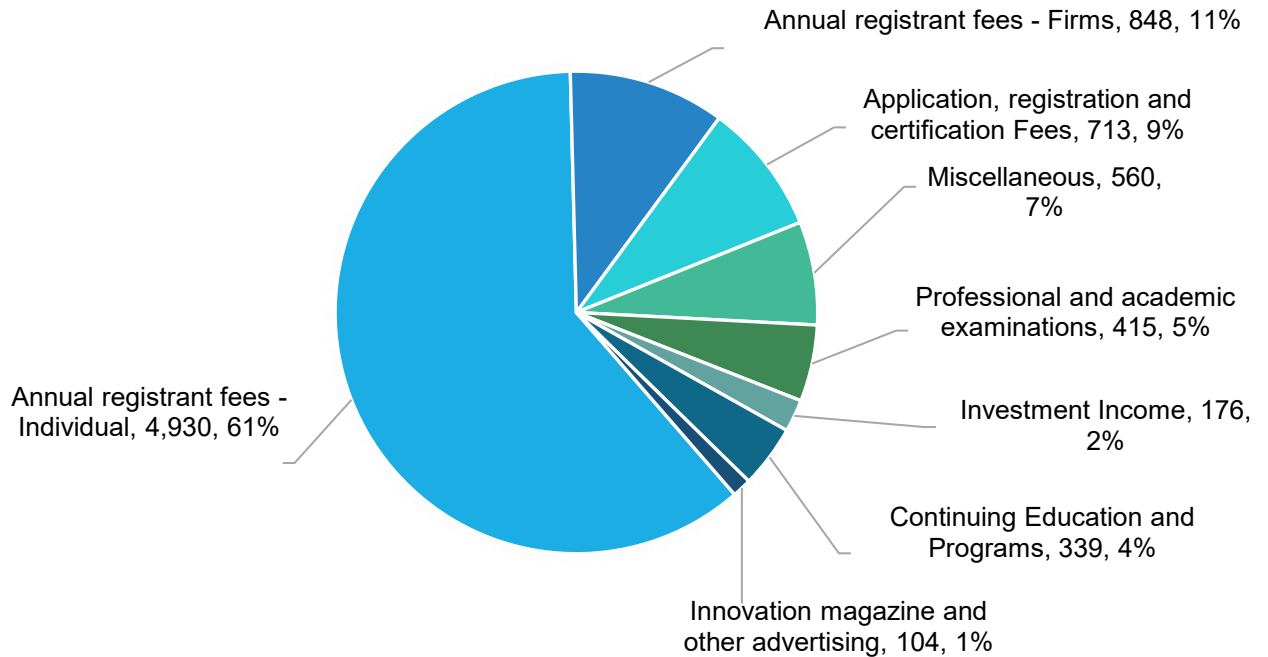
YTD total revenue is \$8,085 (cell A1). **Figure 1** below shows the distribution of this revenue by source.

YTD revenue is \$217K (cell C1) above the budget due to:

- Continuing Education (CE) and Annual Report (AR) late fees are higher than expected by \$136k driven by a combination of lower compliance rate and an increase in total registrants.
- Continuing Education programs revenue exceed budget by \$70k, reflecting the additional seminar sessions held in Q1.
- Annual individual registrant fees are above budget by \$35k, due to a higher number of new Professional Engineer registrants.
- These increases are partially offset by a \$54K decrease in Academic Examinations, resulting from reduced exam revenue for Academic Examination in other jurisdictions.

**Figure 1**

**FY2026 Q1 YTD REVENUE \$8,085K**  
DISTRIBUTION BY SOURCE (IN '000S)



**YTD Expenditures including salaries**

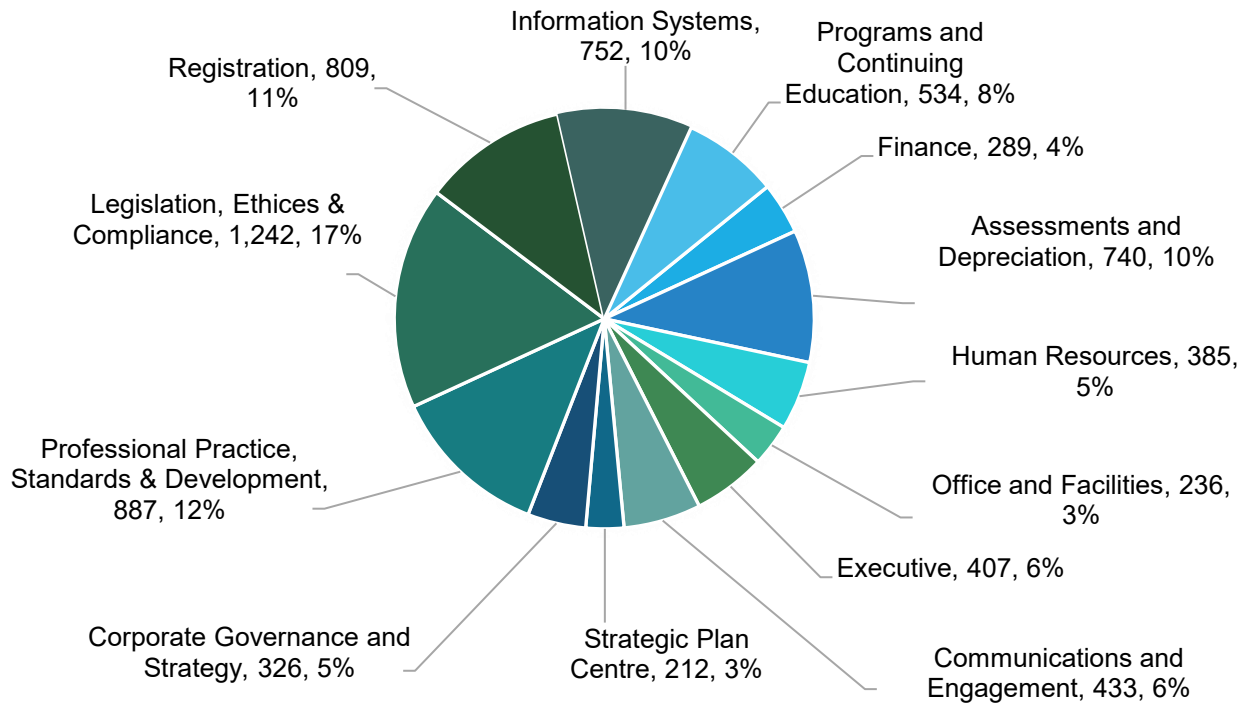
YTD total operating expenditure is \$ 7,251K (cell A2 and A3). **Figure 2** below shows the distribution of this expenditure by function.

YTD expenditure is \$ 271K (cell C2 and C3) lower than budget primarily due to:

- Contract and consulting services are under budget by \$268K due to slower-than-expected pace of spending across departments.
- Office, general and miscellaneous cost are lower by \$90K, primarily due to timing of expenditures.
- Meeting, room rentals and special events expenses are below budget by \$41K, driven by lower-than-expected spending on meeting-related costs in Programs and Continuing Education.
- Offset by higher salaries and benefits expenses (\$ 130K) due to costs related to employee transitions coupled with savings from vacancies.

**Figure 2**

**FY2026 Q1 YTD EXPENDITURES \$7,251K**  
DISTRIBUTION BY FUNCTION (IN 000'S)



## FY2026 FIRST FINANCIAL FORECAST

This update includes a comparison of latest FY2026 Forecast to Budget, with a summary of major variances (in '000's).

<b>Table 2</b>		<b>A</b>	<b>B</b>	<b>C*</b>
		<b>FY2026 Forecast 1</b>	<b>FY2026 Budget</b>	<b>Forecast 1 vs Budget</b>
<b>Summary</b>				
1	Revenue	33,770	33,090	680
2	Salaries and benefits	21,977	21,826	(151)
3	Expenditures	12,934	12,346	(588)
Surplus (Deficit) Before Grants and External				
4 = (1-2-3)	Projects	(1,141)	(1,082)	(59)
Surplus (Deficit) from Grants and External				
5	Projects	104	182	(78)
6 = (4+5)	<b>Surplus (Deficit)</b>	<b>(1,037)</b>	<b>(900)</b>	<b>(136)</b>

\* Positive figures add to the surplus and negative figures reduce surplus.

Engineers and Geoscientists BC is currently projecting a deficit of \$1M for FY2026. As it is still early in the fiscal year, the next forecast (following Q2 December Results) will be more reflective and closer to where the organization will land for year end.

### Forecasted Revenue FY2026

Current forecast for total revenue is within \$680K (cell C1) higher than budget, primarily due to:

- Exam revenue exceeded budget, driven by stronger Professional Practice Exam activity.
- Continuing Education (CE) and Annual Report (AR) penalty fees increased, reflecting slightly lower compliance rates and the start of a new 3-year cycle.
- Employment advertising revenue rose, as the program continued longer than anticipated under EGBC before transitioning to BCSEG.
- Individual registrant fees increased, reflecting projected growth in new Professional Engineers (P. Eng).
- Firm annual fee revenue increased, supported by a larger number of registered firms.
- Application fee revenue grew, due to higher one-time licensing fees and more first-time applications.
- Continuing Education revenue strengthened, with additional seminar sessions being offered and higher participant attendance.

- Partially offset by declines in investment income, resulting from the timing of available investment fund, and a minor prior-period adjustment on Affinity Program revenue.

### **Forecasted Expenditures FY2026**

Current forecast for total expenditure is within \$739K (cell C2 and C3) of budget primarily due to:

- Increased contract service costs related to executive recruitment.
- Legal expenses rose, reflecting a higher than anticipated volume of discipline files.
- Salaries and employee benefits increased, driven by employee transition-related costs, offset by newly vacant positions.
- Examination costs exceeded expectations, due to greater candidate volumes for academic exams in other jurisdictions.
- Partially offset by savings in office, general, and miscellaneous expenditures.

A more detailed variance report is outlined in **Appendix B**.

### **MOTION**

For information only.

## FY2026 Q1 Statement of Revenue and Expenses Compared to Budget (in '000's)

	A	B	C* = A vs B	D	
	FY2026 YTD Sep Actual	FY2026 YTD Sep Budget	Variance - YTD Actual vs Budget	Comments - Actual vs Budget	
<b>Revenue</b>					
1	Annual registrant fees - Individual	4,930	4,896	35	Higher Annual individual registrant fees due to higher numbers of interim P.Eng
2	Annual registrant fees - Firms	848	831	17	
3	Application, registration and certification fees - Individual	662	658	4	
4	Penalty on CE and AR	501	365	136	CE and AR late fee higher than expected due to the slight decrease of compliance rate in Q1 of 2%
5	Professional and academic examinations	415	469	(54)	The decrease reflects the timing of candidate volume in Academic Examination for other jurisdictions
6	Continuing Education and Programs	339	269	70	CE revenue increase due to the increase in CE seminar sessions in Q1 2026
7	Investment Income	176	192	(16)	Investment income decreased reflecting a reduction in the overall investment base
8	Annual conference and innovation magazine	104	101	3	
9	Miscellaneous revenue and LEC recoveries	59	41	19	higher legal recoveries than budgeted
10	Application, registration and certification fees - Firm	51	48	3	
11	<b>Total Revenue</b>	<b>8,085</b>	<b>7,868</b>	<b>217</b>	
<b>Salaries and Expenses</b>					
12	Salaries and employee benefits	5,096	4,966	(130)	Higher salaries and employee benefits driven by termination related costs
13	Contract and consulting services	662	930	268	Contract spending is under budget, mainly due to timing of spending across departments

	A	B	C* = A vs B	D	
	FY2026 YTD Sep Actual	FY2026 YTD Sep Budget	Variance - YTD Actual vs Budget	Comments - Actual vs Budget	
14	Legal	322	275	(47)	Higher costs for prosecuting legal council and more discipline files than expected
15	Office, general and miscellaneous	314	405	90	Delay on spending on multiple programs across departments
16	IT and Telecommunications	195	220	25	
17	Examinations	175	192	17	The cost saving reflects the decrease of revenue for Academic Examination
18	Amortization	172	176	4	
19	Premises and operating costs	123	122	(1)	
20	Printing, publication and distribution costs	118	101	(17)	
21	Meetings, room rentals and special events	39	80	41	Lower-than-expected pace of spending for meeting related costs
22	Travel	34	54	21	Less spending on travel than budgeted
23	<b>Total Salaries and Expense before Grants and External Projects</b>	<b>7,251</b>	<b>7,522</b>	<b>271</b>	
24 = 11-23	<b>Surplus before Grants and External Projects</b>	<b>833</b>	<b>346</b>	<b>488</b>	
25	<b>Surplus (Deficit) from Grants and External Projects</b>	<b>4</b>	<b>91</b>	<b>(87)</b>	Timing of grant progress
26 = 24+25	<b>Total Surplus (Deficit)</b>	<b>837</b>	<b>437</b>	<b>400</b>	

\* Positive figures add to the surplus and negative figures reduce surplus.

## FY 2026 Financial Forecast Compared to Budget (in '000's)

	A	B	C* = A vs B	D	
	FY2026 Forecast 1	FY2026 Budget	Variance - Forecast 1 vs Budget	Comments - Forecast 1 vs Budget	
<b>Revenue</b>					
1	Annual registrant fees - Individual	19,989	19,891	98	Higher than budget mainly due to projected increase in P.Eng Interim fee
2	Annual registrant fees - Firms	3,361	3,322	39	Above-budget results are driven by anticipated higher annual fees from firms through the rest of the year
3	Application, registration and certification fees - Individual	2,671	2,639	33	Anticipating higher revenue from one time licensing fees and first-time applications
4	Application, registration and certification fees - Firm	199	192	8	
5	Professional and academic examinations	2,988	2,728	261	Higher exam revenue than budget due to higher projected PPE revenue
6	Miscellaneous revenue and LEC recoveries	783	781	3	
7	Continuing Education and Programs	1,643	1,611	32	Anticipating higher CE attendance than budgeted
8	Annual conference and innovation magazine	937	839	98	Employment Advertising revenue increased, with the program continuing longer than anticipated under EGBC before moving to BCSEG
9	Investment Income	665	713	(47)	investment income is projected to decline due to a reduced investment base.
10	Affinity Programs	(23)	0	(23)	
11	Penalty on CE and AR	555	375	180	CE and AR fee is expected to increase due to lower compliance rate and this being the first year of a 3-year cycle
12	<b>Total Revenue</b>	<b>33,770</b>	<b>33,090</b>	<b>680</b>	
<b>Salaries and Expenses</b>					
13	Salaries and employee benefits	21,977	21,826	(151)	
14	Contract and consulting services	3,982	3,709	(273)	Higher forecast due to cost increase for recruitment
15	Office, general and miscellaneous	2,623	2,749	126	Cost savings due to timing of actual expenses vs budget

	A	B	C* = A vs B	D	
	FY2026 Forecast 1	FY2026 Budget	Variance - Forecast 1 vs Budget	Comments - Forecast 1 vs Budget	
16	Legal	1,200	958	(242)	More discipline files than expected vs budget
17	Examinations	1,189	1,061	(128)	Higher than expected examination cost due to increase in candidate volume of other jurisdictions
18	Meetings, room rentals and special events	981	975	(6)	
19	Amortization	646	662	16	
20	IT and Telecommunications	879	877	(3)	
21	Premises and operating costs	531	481	(50)	Higher forecast reflects higher building operation cost
22	Travel	453	473	20	
23	Printing, publication and distribution costs	448	400	(48)	Printing costs are forecasted to rise, attributable to higher Certificate and Stamp expenses and increased postage cost for Innovation Magazine
24	<b>Total Salaries and Expense before Grants and External Projects</b>	<b>34,911</b>	<b>34,172</b>	<b>(739)</b>	
25 = 12-24	<b>Surplus before Grants and External Projects</b>	<b>(1,141)</b>	<b>(1,082)</b>	<b>(59)</b>	
26	<b>Surplus (Deficit) from Grants and External Projects</b>	<b>104</b>	<b>182</b>	<b>(78)</b>	
27 = 25+26	<b>Total Surplus (Deficit)</b>	<b>(1,037)</b>	<b>(900)</b>	<b>(136)</b>	

\* Positive figures add to the surplus and negative figures reduce surplus

DATE	December 5, 2025
REPORT TO	Board for Information
FROM	Alison Dantas, Chief Operating Officer
SUBJECT	Strategic Plan – Year 4 Update
LINKAGE TO STRATEGIC PLAN	We have efficient and effective systems in place to enable modern regulation.

Purpose	To update the Board on the status of Year 4 strategic projects.
Motion	For information only.

## BACKGROUND

Engineers and Geoscientists BC’s 2022-2027 Strategic Plan provides direction and focus to the organization’s decisions and activities. At the upcoming Board meeting, we will update you on the strategic plan status, including anticipated completion dates for specific plan elements as well as future planning considerations.

This report continues to use the established templates for strategic plan reporting to help ensure that strategy is top of mind at each meeting. The report follows the newly established cadence for strategic plan reporting, a high-level summary of which is retained from the prior reports on Page 5.

## PROJECT SUMMARY

We are currently operating in Year 4 of our five-year Strategic Plan. Over the next few pages, you will find the following information:

- **Dashboard:** quick comparative view of all projects.
- **Project Recovery Summary:** additional information for projects reporting a “yellow” or “red” status level.

In summary, meaningful progress continues to be made on the organization's strategic projects. Since the last reporting period, another project has closed: Organizational Climate Change Strategy. Digital Migration continues to execute its plan to deliver the completed project in May 2026, successfully implementing the recovery approach noted in the previous period's report. Building Trust with Registrants continues to be on track to present its strategy recommendations to the Board in December. The Truth and Reconciliation Strategy project has completed its consultation work and has moved on to development of the strategy document itself, which is targeted to be presented to the Board in February 2026.

Alongside these projects, our business planning function is coordinating the discovery phase for additional candidate projects. These candidate projects submitted their business plan proposals which were preliminarily reviewed by the Executive team in mid-October. Final evaluation and selection is currently underway. Once projects are selected to move forward beyond the discovery phase, they will be included in this report.

## **MOTION**

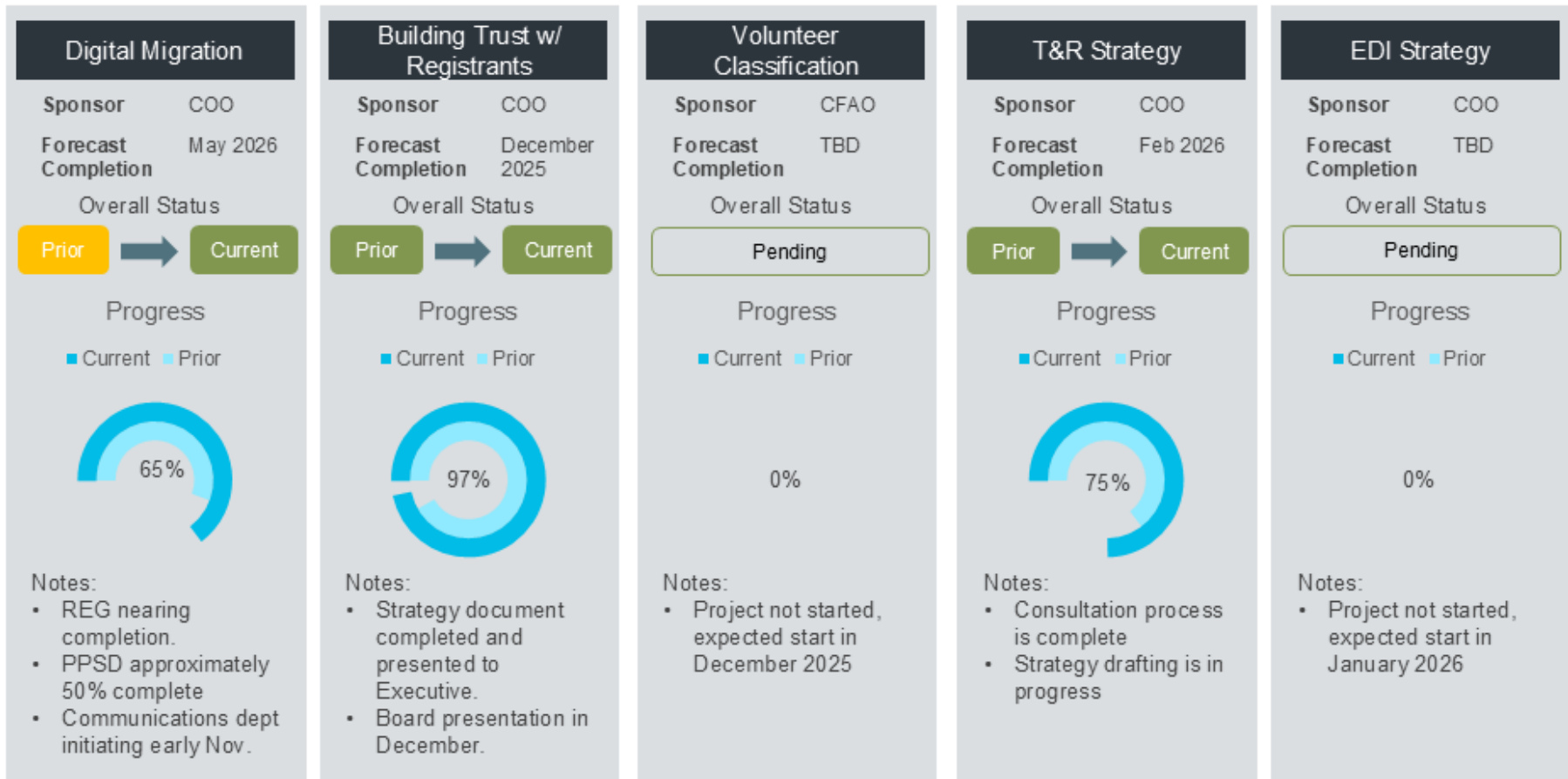
For information only.

## PROJECT PORTFOLIO DASHBOARD

Reporting as of: **Oct 31, 2025**  
 Prior reporting as of: **Aug 31, 2025**

### Status Legend

- On Track
- Notable Concerns
- Critical Concerns



## PROJECT RECOVERY SUMMARIES

As no projects are reporting issues for this reporting period, there are no recovery summaries at this time.

## STRATEGIC PLAN UPDATES

The following table outlines the cadence of strategic plan reports and updates the board will receive.

	September	November	February	April	June
<b>Dashboard</b> Provides a quick comparative view of all projects through a “traffic light” style status update and percent complete style indicators.	✓	✓	✓	✓	✓
<b>Recovery Summaries</b> Provides additional information for projects that reports a “yellow” or “red” status level. Provides a description of risks and/or issues and mitigation strategies currently affecting the project.	As required	As required	As required	As required	As required
<b>Project Outlines</b> Provides a high-level written description of each project at the beginning and midpoint of the Board term.	✓		✓		
<b>Strategic Plan Status</b> Provides an overview of the progress made by project against the objectives and success outcomes of the strategic plan.	✓		✓		



OPEN SESSION

ITEM 3.4

DATE	December 5, 2025
REPORT TO	Board for Information
FROM	Heidi Yang, P.Eng., FEC, FGC (Hon.), Chief Executive Officer & Interim Registrar
SUBJECT	CEO Report to Board

Purpose	This report highlights some of the activities of the Organization related to policy work, implementation of the Strategic Plan and ongoing Regulatory duties since the September 19, 2025, meeting of the Board.
Motion	No motion required.

### 1. 2025 ANNUAL CONFERENCE AND AGM

The 2025 Annual Conference and Annual General Meeting (AGM) took place in Vancouver from October 28 to 30, welcoming a vibrant community of 1,000+ professionals and other attendees, both in person and online. The event opened with a meaningful cultural welcome and a drumming performance by members of the Squamish Ocean Canoe Family.

Over 600 attendees joined us in Vancouver, and hundreds more participated online, with access to more than 25 CE sessions and keynotes on topics covering leadership, bias and ethics in AI, and the evolving economics of British Columbia's energy landscape. New conference features included a pre-conference workshop, dedicated tradeshow hours, and more networking.

The 106th AGM was also a success, engaging 735 participants, both in person and providing an opportunity for registrants to hear about our organization's progress over the past year and to engage in discussion.

A tremendous round of applause to our exceptional staff, whose outstanding creativity and organizational excellence were instrumental in making Engineers and Geoscientists BC shine bright! Planning is already underway for next year's event, which will be held in Victoria, BC from October 13-16, 2026.

## 2. ICRA PROJECTS UPDATE

Work has been progressing steadily on the **Enhancing Credentials Recognition Admissions Comprehension Project** that has been funded by the Credentials Assessment Improvement Fund (CAIF). This project aims to enhance how registration information is displayed from a pre-arrival standpoint as well as transitioning key admissions policies to be outward facing and publicly available. This project was initiated on March 22, 2024, and is funded by the CAIF providing a grant of \$225,000.

- In October 2025, registration staff submitted 22 admissions-related policies to the Credentials Committee, all of which were approved. The policies are now undergoing final review for formatting and grammar before their planned publication on January 30, 2026.
- Work is also continuing on the website improvement initiative. The Communications Team completed the design phase, and work is starting with the Information Systems team on developing new website features.

Work started June 1, 2025, on the **Enhancing Administrative Fairness Project** that is also funded by a \$30,000 CAIF grant. Engineers and Geoscientists BC currently has a high-volume application intake which is increasingly seeing more applications from individuals with international credentials than Canadian credentials. It is essential that Engineers and Geoscientists BC continues to apply the principles of administrative fairness which include assessing qualifications while being mindful of implicit bias and the fair and timely communication of decisions. This project aims to develop a specialized learning module in these areas for Statutory Committee members and staff to ensure the continued fair assessment of all applicants. We are at the Request for Proposal phase to develop the learning module, with a targeted project end date of March 2026.

## 3. BOARD MEMBER SELF-ASSESSMENT SURVEY

In December, we will be asking all Board members to complete a self-assessment survey. This brief survey plays an important role in Board succession planning and supports the work of the Nomination Committee.

Like last year, the self-assessment survey will ask Board members to assess their skills and knowledge across the categories in the Board Composition Matrix. It will also ask for demographic data that helps support our commitments to advancing and promoting equity, diversity, and inclusion on the Board and in the nomination process. The results of the self-assessment survey will be used to inform a gap analysis that helps identify priority skills, practices, and knowledge for the upcoming nomination process. The results will also be used to identify opportunities for ongoing education and development among continuing Board members.

Watson Board Advisors, an external consulting firm who assists the Nomination Committee in its process, will administer the survey again this year. Each Board member will receive an email from Watson with a unique link to complete the survey through Watson's platform. The survey process requires sharing each Board member's name and contact email with Watson. Board members are asked to advise Deesh Olychick, Director, Corporate Governance and Strategy if they have any objection to this information being shared.

#### 4. HALLOWEEN AT EGBC

Halloween has historically been a day where the organization displays its artistically creative side alongside some friendly competition. We introduced the seasonal theme of "Fall Carnival" this year for our costume competition. We had around 70 employees join in the fun with around 50 of those arriving in costume. We saw a troupe of clowns, western themed costumes, and a wide variety of circus stars and carnival talent mixed in with fun games and prizes. As always, the level of artistic expression and creative flair from employees was impressive.

#### 5. CNAR HIGHLIGHTS

The Canadian Network of Agencies for Regulation (CNAR) held its annual national conference in Calgary on October 20-22, 2025. This conference brings together the Canadian regulatory community in the spirit of professional development, networking, and dialogue. The conference addresses emerging regulatory issues and provides a forum to exchange information with those interested in professional regulation.

A number of Engineers and Geoscientists BC staff attended the conference which covered various themes such as artificial intelligence, investigation and discipline trends, inclusive practices as well as governance issues. Amy Fehr, P.Eng., Acting Associate Director, Professional Practice represented Engineers and Geoscientists BC on a panel discussing the regulator's role guiding artificial intelligence integration in professional practice.

#### 6. ENGINEERS CANADA UPDATE

Engineers Canada's Board met on October 9th, 2025, and CEOs of provincial regulators met on October 6-7th, 2025. In addition, there was a ½ day workshop on Engineers Canada's Governance Review.

Highlights include:

- **Engineers Canada Governance Review** - Objective is to better align its structure and processes with the needs of its Members. The aim is to clarify its mandate, simplify decision-making, enhance accountability, build trust, and ensure effective service to regulators in the coming decade.

- Round 1 consultation wrapped up with strong engagement from regulators and other participants. The workshop confirmed broad alignment on the three draft problem statements, which will guide the Round 2 solution-generation phase.
  - The next stage (Round 2) - will focus on exploring options to simplify and clarify the governance model, strengthen alignment on Engineers Canada's mission, and improve how Member priorities are reflected in decision-making. Round 2 engagement is planned for December 2025.
- **Strategic Plan Progress** - Overall progress remains positive. Most strategic directions are on track, with slight delays in accreditation and inclusiveness work due to resource constraints. These areas are expected to recover within the strategic plan timeline.

- **FEA (Futures of Engineering Accreditation)**

The Board approved motions for CEAB to start developing proposed accreditation-criteria changes and to plan an outcome-focused summit in 2026. This is an important step toward modernizing accreditation and aligning it with the profession's future needs.

The CEAB in conjunction with Engineering Deans Canada is reviewing the purpose and current requirement for certain professors to have licensure. The CEAB has also reached out to the CEO group for the regulators' input on this important topic.

- **National Harmonization**

A predictable and transparent process is being developed to identify and prioritize areas for regulatory harmonization. This framework will guide how jurisdictions collectively tackle shared regulatory issues through the 2025–2029 period, supporting alignment, mobility, and consistency across Canada.

Currently, work is being done to assess CPD programs across the nation.

## 7. GEOSCIENTISTS CANADA UPDATE

Geoscientists Canada's Board met on November 8th, 2025, and CEOs of provincial regulators met on November 7th, 2025. Highlights include:

- **Budget** - Approved \$25,000 to be used to increase scope of Geologize agreement to include a new module for Mining Communications. The agreement provides registrants of the Regulators access to the Geologize Communications module for free through Engineers and Geoscientists BC's knowledge Center.

- **Assessment Fees** - Discussion on possible increase in assessment fees in the coming years, as Geoscientists Canada fees have not increased since 2021. Geoscientists Canada will be evaluating projects and strategies to articulate assessment fee increases into the future.
- **Key Messaging** - Geoscientists Canada has been working on some key messages for use when interacting with levels of government. Will be shared with the Communications Working Group for input.
- **Collaboration and Coordination** - The CEOs talked about the value of collaboration and coordination between Engineers Canada and Geoscientists Canada organizations.

## 8. OSPG AUDIT UPDATE

As part of its mandate to oversee the governance and operations of regulatory bodies, the Office of the Superintendent of Professional Governance (OSPG) conducts performance reviews, based on a framework called the Standards of Good Regulation. The OSPG have outlined the two topics for this year's review.

The first topic concerns Board Governance, with the OSPG recognizing the critical role that Boards play in upholding the integrity, accountability, and effectiveness of the regulatory body's mandate to protect the public interest. The performance review will focus on gathering information to identify and document best practices in board governance, in order to surface insights that may not be captured in conventional governance frameworks.

The second topic is a follow-up to the 2022–2023 performance report and will review the actions or changes EGBC has implemented in response to recommendations regarding complaints and investigations. These recommendations highlight opportunities to enhance transparency and efficiency in the investigation and discipline process, while also demonstrating a commitment to continuous improvement.

The initial submission is due in the middle of March 2026, with the finalized performance management reports published in October 2026.