

AGENDA

February 20, 2026 Board Meeting (OPEN SESSION)

February 20, 2026 12:50 - 16:30

EGBC Office & 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

				Pages
12:50	•	1.0 OPEN SESSION - Welcome Greetings & Call to Order	Action	Ling, Karen
12:50	○	MOTION: That the Board approve the Open Agenda in its entirety.	Motion	
	○	1.1 Declaration of Conflict of Interest	Declaration as Required	
12:53	•	2.0 OPEN CONSENT AGENDA	Decision	Ling, Karen
12:53	○	MOTION: That the Board approve all items under the Open Consent Agenda as presented.	Motion	
	○	2.1 Approval of December 5, 2025 Open Minutes	Decision	
	•	2.1_05_December_2025_Board_OPEN_MINUTES_Draft_V2		3 - 6
	■	MOTION: That the Board approve the December 5, 2025, Open Meeting Minutes as circulated.	Motion	
	○	2.2 Format of the 2026 Annual General Meeting	Decision	
	•	2.2 Delivery Format for 2026 AGM_V2		7 - 8
	■	MOTION: That the Board approve the 2026 Annual General Meeting to be held in Victoria, BC using a hybrid format on October 14, 2026, at 2:00 pm.	Motion	
	○	2.3 Approval of the 106th AGM Minutes	Decision	
	•	2.3 Approval of 106th AGM Minutes		9 - 16
	■	MOTION: That the Board approve the Minutes of the 106th Annual General Meeting of Engineers and Geoscientists BC.	Motion	
12:54	•	3.0 OPEN REGULAR AGENDA		
12:55	•	3.1 Draft FY2027 Budget Guidelines	Decision	Cho, Jennifer
	•	3.1 FY2027 Budget Guidelines_V2		17 - 20
12:55	○	MOTION: That the Board approve the FY2027 Budget Guidelines, as presented.	Motion	

13:05	<ul style="list-style-type: none"> 3.2 Quarterly Financial Statements - Q2 FY2026 3.2 FY2026 Q2 FS Results 	Information	Cho, Jennifer	21 - 28
13:15	<ul style="list-style-type: none"> 3.3 Truth & Reconciliation Strategy 3.3 EGBC Truth and Reconciliation Strategy 	Decision	Dantas, Alison	29 - 38
13:15	<ul style="list-style-type: none"> MOTION: That the Board approve Engineers and Geoscientists BC's Truth and Reconciliation Strategy as presented. 	Motion		
13:35	<ul style="list-style-type: none"> 3.4 Strategic Plan - Year 4 Update 3.4 Strategic Plan Year 4 Update (02.20.26) 	Information	Dantas, Alison	39 - 54
13:45	<ul style="list-style-type: none"> 3.5 Key Performance Indicator Update 3.5 KPI Report_V2 (02.20.26) 	Information	Dantas, Alison	55 - 68
14:15	<ul style="list-style-type: none"> 3.6 CEO Report (Open) 3.6 Open CEO Report (02.20.26) 	Information	Yang, Heidi	69 - 71
14:25	<ul style="list-style-type: none"> 3.7 Annual Update from the Credentials Committee 	Information	Campbell, Scott	
14:55	<ul style="list-style-type: none"> 3.8 Future Agenda Planning 	Discussion	Ling, Karen	
15:10	<ul style="list-style-type: none"> END OF OPEN SESSION 	Action		
15:11	AFTERNOON BREAK	Break		
15:20	<ul style="list-style-type: none"> IN-CAMERA SESSION 	Discussion	Ling, Karen	

MINUTES OF THE OPEN SESSION OF THE SECOND MEETING of the 2025/2026 Board of Engineers and Geoscientists BC, held on December 5, 2025, at the Engineers & Geoscientists BC office (Dan Lambert Boardroom) and virtually via TEAMS.

Board	
Karen Ling, P.Eng.	Chair
Jens Weber, P.Eng.	Vice Chair
Mark Porter, P.Eng., StructEng.	Immediate Past Chair
Veronica Knott, P.Eng.	Board Member
Michelle Mahovlich, P.Eng., P.Geo., FCSSE	Board Member
Cathy McIntyre, MBA, C.Dir	Board Member
Matthew Salmon, P.Eng.	Board Member
TJ Schmaltz, JD, FCPHR, SHRM-SCP, ICD.D	Board Member
Malcolm Shield, P.Eng.	Board Member
Colette Trudeau, M.A	Board Member
Dr. Gordon Zhou, P.Eng.	Board Member
Regrets	
Bill Chan, CPA, ICD.D	Board Member
Guests	
Neil Cumming, P.Eng., FACI, FEC	Chair, Discipline Committee
Antigone Dixon-Warren, P.Geo., PMP, FGC	Engineers and Geoscientists BC's representative to the Geoscientists Canada Board
Rishi Gupta, P.Eng.,FEC, FCSSE, FCSCE	Engineers and Geoscientists BC's representative to the Canadian Engineering Qualifications Board
Peter Helland, P.Eng.	Chair, Investigation Committee
Ron Yaworsky, P.Eng.	Vice Chair, Discipline Committee
Staff	
Megan Archibald	Director, Communications & Stakeholder Engagement, Communications
Tara Bushman	Manager, Communications
Jennifer Cho, CPA, FEC (Hon.), FGC (Hon.)	Chief Financial and Administration Officer
Alison Dantas, MA, CEC, C.Dir	Chief Operating Officer
Tanya Hupka	Executive Assistant to CEO
Will Morrison	Manager, Governance, Policy & Government Relations
Deesh Olychick	Director, Corporate Governance & Strategy
Jason Ong	Acting Chief Regulatory Officer
Tracy Richards	Board Governance Specialist
Jesse Romano	Acting Director, Legislation, Ethics & Compliance
Alicia Tan, CPA	Director, Finance
Heidi Yang, P.Eng., FEC, FGC (Hon.)	Chief Executive Officer & Interim Registrar

OPEN SESSION – CALL TO ORDER

Karen Ling, P.Eng., Board Chair called the Open Session to order at 11:30 a.m.

The Chair began the session by acknowledging the ancestral, traditional and unceded territories of the Coast Salish people and the Musqueam, Squamish and Tsleil-waututh Nations on whose territory the meeting was held. She informed all attendees that we share this Acknowledgment as a way of demonstrating our ongoing good intention on our journey towards Truth and Reconciliation. Recognizing Indigenous territories offers us an opportunity to reflect on and be grateful for the benefits nature provides for us and to consider our collective responsibility to care for these important places. She reminded all how important it is to continue learning about Indigenous peoples and to recognize their enduring stewardship of the territories we live and work on.

The Chair then introduced and welcomed all guests to the meeting and summarized the rules of engagement for the hybrid session.

CO-26-17 OPEN AGENDA

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

CARRIED

DECLARATION OF CONFLICT OF INTEREST

The Chair asked the Board if anyone had a perceived or actual conflict of interest to declare. None were raised.

CO-26-18 OPEN CONSENT AGENDA

MOTION **It was moved that the Board approve all Items under the Open Consent Agenda as presented.**

CARRIED

Motions carried by approval of the Consent Agenda:

2.1 Approval of October 29, 2025, Open Minutes

MOTION: That the Board approve the October 29, 2025, Open Meeting minutes as circulated.

CO-26-19 REGISTRANT CONSULTATION AND ENGAGEMENT STRATEGY

The Chair welcomed Megan Archibald, Director, Communications & Shareholder Engagement and Tara Bushman, Manager, Communications, to the podium. Ms. Archibald introduced this item and Tara Bushman provided the Board with an update on the Organization's Registrant Consultation and Engagement Strategy focusing on actions taken since the last update provided to the Board in June.

The presentation opened with a definition of terms and then focused on the background of the consultation as well as vision for the strategy, strategic goals, project objectives, tracking progress and methods for measuring success, resources and next steps, commenting that operationalization will begin in January 2026.

After the presentation the floor was open for a brief Q&A session and the following motion was carried:

MOTION: It was moved that the Board approve the organization's Registrant Consultation and Engagement Strategy, attached as Appendix A.

CARRIED

CO-26-20 FY2026 Q1 FINANCIAL RESULTS & FORECAST

Alicia Tan, CPA, Director, Finance, spoke to this item and shared a high-level presentation with the Board.

A discussion ensued and all questions were answered to the satisfaction of the Board. There was no motion associated with this item.

CO-26-21 YEAR 4 STRATEGIC PLAN UPDATE

Alison Dantas, MA, CEC, C.Dir, Chief Operating Officer, gave a presentation to the Board on the progress of the Year 4 strategic projects, covering Trusted Partnerships with shareholders, People & Culture, Process Improvement, and Social Responsibility. She reported that most projects are either underway or finished. Additionally, she provided an update on the Organization's strategic plan goals for the end of the fiscal year. The floor was then open for questions.

This was for information only.

CO-26-22 CEO REPORT (OPEN)

Heidi Yang, P.Eng., FEC, FGC (Hon.), CEO & Interim Registrar, briefed the Board on the contents of the CEO Report which highlighted activities of the organization related to the 2025 Engineers and Geoscientists BC Annual Conference & AGM, ICRA Projects, a forthcoming Board Member self-assessment survey, CNAR annual conference, Engineers Canada, Geoscientists Canada and the OSPG audit.

After the briefing, Mrs. Yang opened the floor for discussion and questions.

This was for information only.

CO-26-23 ANNUAL UPDATES FROM INVESTIGATION & DISCIPLINE COMMITTEES

Peter Helland, P.Eng., Chair of the Investigation Committee along with Neil Cumming, P.Eng., FACI, FEC, Chair of the Discipline Committee and Ron Yaworsky, P.Eng., Vice Chair of the Discipline Committee shared a high-level presentation on the results of the 2025 Fiscal Year End Investigation and Discipline Status report. Mr. Cumming also announced that he will be retiring at the end of his term and that a new Chair & Vice Chair will be appointed in the new year.

This was for information only.

CO-26-24 FUTURE AGENDA PLANNING

The Chair led the item and informed the Board that it is a new topic for discussion. This topic was added in response to the 2025 Board Effectiveness Evaluation survey and is intended to provide Board members with the opportunity to provide input and recommend topics for future agendas.

Some suggestions that came forward included: i) hosting a strategy session involving all statutory committee chairs to explore inter-committee collaboration, identify common challenges and best practices, ii) exploring strategies for increasing diversity in committee membership; and iii) evaluate the feasibility of implementing a mandatory learning module on practice guidelines, including basic administrative practices for sole practitioners.

END OF OPEN SESSION

The meeting ended at 02:45 p.m.



OPEN SESSION

ITEM 2.2

DATE	February 20, 2026
REPORT TO	Board for Decision
FROM	Governance Sub-committee
SUBJECT	Format of the 2026 Annual General Meeting
LINKAGE TO STRATEGIC PLAN	We have efficient and effective systems in place to enable modern regulation.

Purpose	To consider the format for the 2026 Annual General Meeting.
Motion	That the Board approve the 2026 Annual General Meeting to be held in Victoria, BC using a hybrid format on October 14, 2026, at 2:00 pm.

BACKGROUND

The 2025 Annual General Meeting (AGM) was held on October 28th as a hybrid meeting. More than 700 registrants attended this year’s AGM either in person or online. Just over 180 attendees participated in a post event AGM survey. Of those respondents, there was strong agreement that the hybrid meeting worked well and that the meeting was well organized.

The Board is responsible for determining whether the AGM will be held in person, electronically or as a hybrid meeting.

DISCUSSION

Traditionally, the AGM is held alongside the Annual Conference. The 2026 Annual Conference will be held October 14-16 in Victoria, BC. To begin planning, the time and format of the AGM need to be confirmed.

The AGM has now been a hybrid event for the past three years. The Governance Sub-Committee has recognized clear benefits to holding the AGM as a hybrid event, particularly for registrants who do not have the time or ability to travel but wish to participate in the governance of their profession. It was noted that while the hybrid model incurs a higher cost, it is justified given the overall attendance and better engagement experience. In 2025, 601 people attended online and 134 attended in-person.

Hosting the AGM in Victoria will result in higher travel and accommodation costs for both staff and Board members. However, holding the AGM in conjunction with the Annual Conference means AGM staff will also be available to support Conference activities. Further, as a provincial regulator, periodically hosting the AGM in locations outside the Lower Mainland provides an opportunity to strengthen engagement with registrants across the province.

The Governance Sub-committee has reviewed these considerations and supports the recommendation below.

RECOMMENDATION

That the Board approve the 2026 Annual General Meeting to be held in Victoria, BC using a hybrid format on October 14, 2026, at 2:00 pm.

MOTION

That the Board approve the 2026 Annual General Meeting to be held in Victoria, BC using a hybrid format on October 14, 2026, at 2:00 pm.



OPEN SESSION

ITEM 2.3

DATE	February 20, 2026
REPORT TO	Board for Decision
FROM	Will Morrison, Manager, Governance and Policy
SUBJECT	Approval of the 106 th AGM Minutes
LINKAGE TO STRATEGIC PLAN	We have efficient and effective systems in place to enable modern regulation

Purpose	To review and approve the Minutes of the 106 th Annual General Meeting of Engineers and Geoscientists BC.
Motion	That the Board approve the Minutes of the 106 th Annual General Meeting of Engineers and Geoscientists BC.

BACKGROUND

The 106th Annual General Meeting (AGM) of Engineers and Geoscientists BC was held on Tuesday, October 28, 2025. The AGM Rules of Order state that the AGM minutes must be posted and available for review and comment for a period of 30 days from the date of publication. Under the AGM Rules of Order, the Board makes any requisite changes to the minutes after the review period and approves them for the final record.

DISCUSSION

The minutes were posted online on November 26, 2025, and an email was sent to all attendees to notify them of the comment period. Registrants and trainees were encouraged to review the drafted minutes and inform staff of any corrections by 5:00 pm on January 9, 2026. The comment period was extended beyond 30 days to account for the holiday period.

Staff received two comments during the review period. The first comment recommended that additional detail be added to the summary of the Question Period to capture the full questions posed and the substance of the responses provided. The second comment related to a specific

question during the Question Period that alleged concerns about the organization’s approach to discipline cases and asked about how the public was being protected in light of those allegations. The commenter recommended that summarizing this question with “related to... the organization’s disciplinary processes” did not fully capture the question asked, and that more specifics should be provided.

The AGM minutes have followed a consistent format for several years, in which the topics of questions and discussions are summarized, rather than presented in their entirety. Details of discussion are captured within the complete recording of the AGM webcast, which is published online for reference. For these reasons, the suggested revisions to the draft AGM minutes have not been adopted.

RECOMMENDATION

That the Board approve the Minutes of the 106th Annual General Meeting of Engineers and Geoscientists BC.

MOTION

That the Board approve the Minutes of the 106th Annual General Meeting of Engineers and Geoscientists BC.

APPENDIX A – Minutes of the 106th Annual General Meeting

MINUTES OF THE 106th ANNUAL GENERAL MEETING OF ENGINEERS AND GEOSCIENTISTS OF BRITISH COLUMBIA

WELCOME AND TERRITORIAL ACKNOWLEDGEMENT

The meeting was held in a hybrid format on Tuesday, October 28, 2025, from the Sheraton Vancouver Wall Centre in Vancouver, BC.

The Chair welcomed Larry Shucks Nahanee, President of the Squamish Ocean Canoe Family, and Sempulyan Stewart Gonzales, a member of the Squamish Ocean Canoe Family, and former Councillor of the Squamish Nation, to the stage to lead the assembly in a territorial greeting to open the AGM. The Chair expressed his gratitude to Larry Shucks Nahanee and Sempulyan Stewart Gonzales for their presence at the meeting.

IN MEMORIAM

The Chair acknowledged registrants of the organization who had passed away over the last year. A moment of respectful silence was observed to honour these individuals and their important contributions to protecting the public interest and the environment.

INTRODUCTIONS

The Chair then proceeded to advise the assembly that the meeting was being live streamed for virtual attendees. He stated that the legal and notification requirements for the meeting had been met and the meeting duly constituted. After establishing that quorum of registrants was present, the Chair, Mark Porter, P. Eng., Struct.Eng., FEC. declared the meeting open at 2:20 pm.

The Chair addressed the assembly and introduced a video message from the Honourable Jessie Sunner, Minister of Post-Secondary Education and Future Skills for British Columbia. Minister Sunner's greetings were pre-recorded.

The Chair thanked Minister Sunner for her remarks and commented that Engineers and Geoscientists BC looks forward to continuing our work with government to serve the people of this province and protect their interests.

Introduction of 2024/2025 Board

The chair then introduced the other members of the 2024/2025 Board:

Vice Chair: Karen Ling, P.Eng.

Immediate Past Chair: Michelle Mahovlich, P.Eng., P.Geo., FCSSE, FEC.

Registrant Board Members are:

- Veronica Knott, P.Eng.
- Matthew Salmon, P.Eng.
- Malcolm Shield, P.Eng.
- Jens Weber, P.Eng.
- Dr. Gordon Zhou, P.Eng.
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Board Members appointed by government are:

- Bill Chan, CPA, CGA, ICD.D
- Cathy McIntyre, MBA, C. Dir.
- Colette Trudeau, M.A.
- TJ Schmaltz, JD, FCPHR, SHRM-SCP, ICD.D
-

Introduction of Staff

The Chair introduced each member of the Engineers and Geoscientists BC Executive Team.

Introduction of Special Guests

The Chair welcomed other regulators and our national bodies joining the meeting and spoke of the importance of the relationship with Engineers Canada and Geoscientists Canada.

Introduction of Parliamentarian

Eli Mina, Registered Parliamentarian, was introduced as the parliamentarian for the meeting.

OVERVIEW OF MEETING RULES AND PROTOCOLS

The Chair reviewed the meeting's rules and protocols for registrants attending in-person as well as those attending the meeting virtually. He advised attendees that the live stream would be recorded and posted in the organization's Knowledge Centre after the meeting and advised that in-person attendees who spoke at the floor microphones would have their audio and video captured in the recording. The Chair offered instructions to anyone who preferred not to be recorded.

The Chair informed attendees of the designated question period for the meeting and respective processes for both in-person and virtual attendees. He also advised registrants of the voting instructions and then launched two practice votes to ensure that all attendees could successfully vote using the online module.

ANNUAL REPORT

Overview of Annual Report

The Chair then introduced the presentation of the organization's Annual Report. The Annual Report is made available on Engineers and Geoscientists BC's website and also available to download in the virtual platform.

He advised that discussion would begin with highlights from the organization's Annual Report and Audited Financial Statements from Engineers and Geoscientists BC's Chief Executive Officer and Interim Registrar, Heidi Yang, followed by a 30-minute question period.

Heidi Yang, P.Eng., FEC, FGC (Hon.) then took the stage and began by highlighting some of the organization's achievements from July 1, 2024 to June 30, 2025. Highlights included:

- Supporting the launch of the independent advocacy body for the professions—the BC Society of Engineering and Geoscience (BCSEG);
- Facilitating the Engineers and Geoscientists BC Foundation's transition to an independent organization, now called the Engineering and Geoscience Education Foundation BC;
- Developing Regulatory Principles to clarify how we approach decision-making;
- Reducing barriers for internationally-trained professionals while maintaining high registration standards, and processing over 7,300 applicants with 78% seeking licensure in Canada for the first time;
- Processing a record number of investigation and enforcement files;
- Publishing a range of new and updated resources to support professional and competent practice, including guidance on artificial intelligence in professional practice, security critical software, and greenhouse gas emissions regulations for large existing buildings;
- Supporting registrants to meet Continuing Education requirements, achieving a 90% reporting completion rate by the deadline, while over 500 practice reviews and audits for individuals and firms were conducted to identify trends and areas for future resource development;
- Engaging with registrants to inform specific initiatives, including a proposed area of reserved practice for applied science professionals in collaboration with the Applied Science Technologists and Technicians of BC; conducting surveys and focus groups to understand when, how, and on what topics we will seek registrant input to inform our decision-making; and delivering our Registrant Insights survey which offered broad input on our regulatory priorities, communication preferences, and engagement methods;
- Finalizing an organizational climate strategy to lead by example and help registrants manage climate risk;
- Expanding the Equity, Diversity, and Inclusion (EDI) and Truth and Reconciliation Working Group with five new subgroups and 130 volunteers focused on diversity and practice challenges, who created a resource list for registrants, volunteers, and staff; and

- Publishing our first Registrant Demographics Report in October 2024 using three years of voluntary self-identification data to improve our understanding of registrant diversity and support needs.

Mrs. Yang then reported on the organization's Audited Financial Statements for the fiscal year ending June 30, 2025. Mrs. Yang noted:

- Total annual revenue of \$34.3 million, slightly higher than last year at \$32.2 million, reflecting growth in our registrant base, which grew by 5.3%;
- Total expenses of \$32.2 million before amortization, reflecting increased demand on our regulatory functions;
- On August 26, the Finance, Audit, and Risk Subcommittee met with PricewaterhouseCoopers, who noted no material weaknesses in internal controls, and proposed no audit adjustments;
- The organization remains in a strong financial position. The organization has grown significantly since the introduction of the *Professional Governance Act* in 2019, and we have adapted to new regulatory pressures while working to minimize the impacts to registrant fees;
- The organization has built its reserve fund to six months of operating expenses to strengthen the organization's financial security net, in recognition that maintaining our operations without fail, in any circumstance, is critical to successfully fulfilling our statutory mandate to protect public safety and the environment; and
- The Board has approved a \$900,000 planned deficit budget, where we will utilize recent surpluses towards the next fiscal year.

Mrs. Yang concluded by thanking registrants, government, the organization's Board and staff, industry guests such as Engineers Canada and Geoscientists Canada, and fellow regulators for their partnership and support.

Mrs. Yang also acknowledged Mark Porter, P. Eng., Struct.Eng., FEC. as the outgoing Board Chair for his service over the last year and thanked him for his continued contributions to protecting the public and our environment, and for his dedication to the organization and the professions.

At the conclusion of her presentation, the Chair opened the floor for questions.

Multiple questions were received from both in-person and online registrants and addressed by the Board Chair and members of the Executive Team. Questions related to a wide range of topics, including the organization's financial position; the processing of applications and verifying of credentials from internationally-trained applicants; the nomination process for Board elections; consideration of an education or public awareness campaign on the impacts of the PGA on the regulators; the development of a reserved practice area for ASTTBC registrants; the registration of government ministries as firms with Engineers and Geoscientists BC; impacts from the establishment of BCSEG on registrant fees; comparison of registrant fees with those in other provinces; processing times for new applications; and the organization's disciplinary processes.

At the conclusion of the question period, the Chair called a 15-minute break.

AGM MOTIONS

The Chair summarized the two motions from the 2024 AGM, and shared how the Board had considered and addressed them over the ensuing year. The Board's consideration of these two motions, which related to funding and support for BCSEG and the maintenance of existing programs identified for termination or transition to BCSEG, resulted in steps such as the approval of funding for a dedicated, experienced staff member to support BCSEG for 12 months and the development of Principles of Engagement to steer decisions impacting the two organizations.

The Chair then informed the assembly that, in accordance with Engineers and Geoscientists BC's Bylaws, registrants had the opportunity to submit motions in advance of the AGM for the Board's consideration. All motions must have been received no later than 5:00 PM on September 27, 2025, to allow adequate time for review and inclusion in the hybrid meeting and to support fair and informed debate. Registrant motions are advisory and non-binding on the Board.

The Chair advised that one motion was submitted in advance of the meeting, and provided context for the decision-making process that takes place for all submitted motions.

The motion was moved by Roberto Pecora, P.Eng., and seconded by Scott Kennedy, P.Eng.

The Chair proceeded to read the motion which was displayed on-screen then asked the mover, Mr. Pecora, to speak to the motion.

Mr. Pecora introduced the motion. The floor was then open for debate.

A technical issue with the voting system was encountered and resolved. The vote was conducted as intended. Upon calling the question, the following motion was defeated:

MOTION 1: That the Board consider regulatory options to:

a) Establish expectations and obligations for registrants to:

i) avoid specifying gas-fired equipment in new and existing buildings (e.g., furnaces, boilers, water heaters, etc.) wherever it is technically feasible, opting instead for efficient, electrified alternatives; and

ii) where it is determined that use of gas-fired equipment is unavoidable due to factors such as site constraints, performance requirements, availability and lifecycle considerations, document the rationale and demonstrate that all lower-carbon design strategies, including electrical load management, were duly considered.

b) Support registrants' understanding of the risk of significant harm posed by climate change and the use of gas-fired equipment in new and existing buildings by strengthening educational resources related to these topics.

DEFEATED

CLOSING REMARKS & ANNOUNCEMENTS

The Chair provided closing remarks reflecting on the past year. With Karen Ling, P.Eng. re-elected this summer, the Board will continue with its current members. At its inaugural meeting, the Board will appoint one of its elected members as the new Chair for a one-year term, and another as Vice Chair for a one-year term.

In closing, the Chair thanked all attendees for attending the annual conference and AGM and spoke of some of the exciting initiatives that the organization plans to work on in the coming year, and his pride of the organization and the work done to protect the people of British Columbia.

The Chair then offered thanks to those who had organized the AGM and the annual conference sessions.

ADJOURNMENT

The Chair declared the meeting adjourned at 4:30 p.m. by ringing the bell.



OPEN SESSION

ITEM 3.1

DATE	February 20, 2026
REPORT TO	The Board for Decision
FROM	Finance, Audit, & Risk (FAR) Sub-Committee Jennifer Cho, CPA, CGA, Chief Financial and Administration Officer
SUBJECT	Draft FY2027 Budget Guidelines
LINKAGE TO STRATEGIC PLAN	We have efficient and effective systems in place to enable modern regulation.

Purpose	To have the Board review the draft FY2027 Budget Guidelines.
Motion	That the Board approve the FY2027 Budget Guidelines, as presented.

BACKGROUND

The budget is the primary instrument of fiscal control and, accordingly, contains all projected revenues and expenditures of the organization. The budget is expressed in terms of dollars, the funded programs and plans of the organization for the fiscal year and the estimated revenues necessary to finance these programs and plans. Budget guidelines have been created in the past to act as a guiding post for the creation of a budget.

Budget guidelines are the start of the budgeting process. Once the guidelines are approved by the Board, staff take the guidelines as a basis to create the draft budget. A rigorous process occurs where zero based budgeting is applied to all revenues and salaries & benefits (60% of the budget). A very thorough process is then used to consider new resource requests. Each request is required to be supported by a detailed business case (RCA). Strategic Plan Initiatives, reserves and risk register items are all factored into the process for consideration of funds necessary to fulfill Budget Guideline requirements.

At the January FAR Sub-Committee meeting, the Sub-Committee reviewed the draft Budget Guidelines. They had a good discussion around past surpluses, the measures that have been taken to mitigate this and that the draft Guidelines incorporate the principles to create a sound budget. The Sub-Committee agreed that the Draft Budget Guidelines are reasonable and recommend the Board to approve them as presented.

It is important to note that this will be the last year of the Budget Guidelines. They will be replaced with the forthcoming Budget Policy. The Budget Policy will be an overarching policy that will provide guidance for the budget process going forward. The draft policy is being worked on this fiscal year, and the draft will be brought forth to the FAR Sub-Committee for review and input before going to the Board for final approval.

Following approval of the draft Budget Guidelines by the Board, staff will prepare the draft budget which will be presented to the FAR Sub-Committee for review in early May 2026. All input from the Sub-Committee is incorporated into a new draft budget that will then be presented to the Board in late May 2026 for approval.

DISCUSSION

Outlined below is the draft of the FY2027 fiscal year Budget Guidelines. The FY2026 Budget Guidelines were used as a base. Last year, a thorough revision was completed. This year, no modifications are being proposed.

For those items marked with an asterisk (*) please refer to the supplementary notes at the end of this report.

Principle: Engineers and Geoscientists BC is a not-for-profit regulator and will be financially self-sustaining.

1. All initiatives/projects and expenditures are aligned to the Strategic Plan.
2. Revenue sources, including registrant fees, are reviewed and analyzed with a financial sustainability mindset, which includes but not limited to the following elements:
 - i. Consider an appropriate fee increase*
 - ii. Consider all revenue sources and expected growth for registrant and firm related fees
 - iii. Distinction between single year versus sustained revenue sources
 - iv. Consider any potential fluctuation or interruption of revenue sources
3. There is an annual review to explore efficiencies of the organization. Such a review would consider the following elements:
 - a. Salaries and Benefits
 - i. Evaluate essential resource needs.**

- ii. Compare in-house resources against contracted services for efficiencies and value evaluation.
 - iii. Review short-term staffing needs versus long-term permanent staffing needs.
 - iv. Annual merit increases.
 - b. Expenditures
 - i. Review departmental spend for efficiency and value of service.
 - ii. Distinction between short-term initiatives/projects versus recurring commitments.
 - iii. Consider potential savings and new requirements.
- 4. Review and assess any necessary funding to address Risk Register items and mitigation strategies.
- 5. Review and assess the requirements and appropriate level of funding for the General Operating Fund, Property, Equipment and Systems Replacement Fund, and the Legal and Insurance Fund.
- 6. Consider past surpluses when setting future annual licensing fee increases for registrants and firms.***
- 7. Capital budget created to ensure funding is in place for planned necessary building improvements, and replacement, scheduled hardware replacement, and scheduled software development costs. ****
- 8. Final 2027 budget approval will be finalized at the Board meeting in May 2026.

Refer to supplementary notes below for further explanations.

RECOMMENDATION

Following a detailed review of the draft Budget Guidelines at its January meeting, the FAR Subcommittee recommends that the Board approve the FY2027 Budget Guidelines, as presented.

MOTION

That the Board approve the FY2027 Budget Guidelines, as presented.

Supplementary Notes:

- Principle – term “regulator” to distinguish ourselves of our role.
- * Point #2.i - indicates an appropriate registrant fee increase be considered and not limit it to inflation as the fee is the true cost of regulation and fees may increase simply to cover the costs needed to fulfill its mandatory role as a regulator. Note for this year, all ancillary and firm fees will be considered and reviewed in more depth for fee increases as necessary.
- **Point #3.a.i - is regarding increase in resources. It is our practice to keep resource increases at a minimal level; however, we recommend including this to the guideline to formalize it. As we plan for the final year of the Strategic Plan, we anticipate it to be a year of achievement, strengthening and continued stabilization. A year where we will continue process improvement and add resources to areas where data and future trends indicate are needed to regulate effectively.
- ***Point #6 - is in place to consider past surpluses when setting annual fee increases and reflects an actual practice that is being done and stems from AGM Motion #1 from the 2023 AGM.
- ****Point #7 - is included to reflect what has already been in practice for many years. Capital building improvements/replacements follow a schedule from an external building report on what work needs to be done to upkeep the building. Capitalizable hardware and software follows scheduled replacement needs and scheduled development plans for in-house software.
- Alignment of the budget to the Strategic Plan ensures the organization is focusing its efforts on the Strategic Plan.
- It is important to ensure funding is in place to address Risk Register items.
- Review of funding levels for all reserves is a necessity annually to ensure that long term the organization is appropriately funded and ultimately financially sustainable.

DATE	February 20, 2026
REPORT TO	The Board for Information
FROM	Jennifer Cho, CPA, CGA, Chief Financial and Administration Officer Alicia Tan, CPA, CMA, Director, Finance
SUBJECT	FY2026 Q2 Financial Results
LINKAGE TO STRATEGIC PLAN	We have efficient and effective systems in place to enable modern regulation.

Purpose	For the Board to receive financial results at the end of second quarter FY2026 ending December 31, 2025.
Motion	For information.

BACKGROUND

Quarterly financial reports are to be made to the Board for review to ensure the Board is kept fully apprised of the financial and operational situation of the organization. This financial report has been reviewed by the Finance, Audit and Risk Sub-Committee (FAR) on January 30, 2026.

YEAR-TO-DATE FINANCIAL RESULTS AS AT END OF DECEMBER 31, 2025

This update includes a comparison of FY2026 year-to-date (YTD) actual results as at the end of December 31, 2025 (Q2), with a summary of major variances (in '000's) against :

- 1) YTD Forecast 1 as presented to the Board in November;
- 2) FY2026 YTD Budget; and
- 3) FY2025 YTD Actuals.

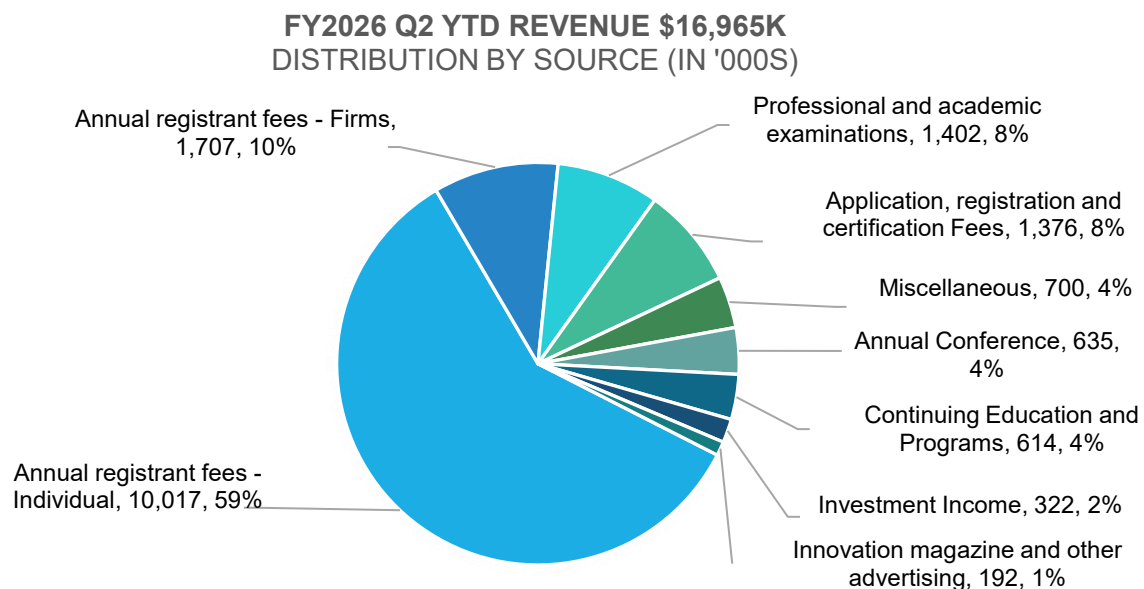
		A	B	C	D*	E* (A vs B)	F* (A vs C)	G* (A vs D)
		YTD Dec Actuals	YTD Dec Budget	YTD Forecast 1	YTD FY2025 Actual	YTD Variance Actual vs Budget	YTD Variance Actual vs Forecast 1	YTD Variance Actual vs Last Year
Summary								
1	Revenue	16,965	16,490	17,035	16,269	475	(70)	696
2	Salaries and benefits	10,665	10,935	10,824	9,313	270	159	(1,352)
3	Expenditures	5,482	6,037	5,766	5,155	555	284	(327)
4 = (1-2-3)	Surplus (Deficit) Before Grants and External Projects	818	(482)	445	1,801	1,300	373	(983)
5	Surplus (Deficit) from Grants and External Projects	10	46	24	91	(36)	(14)	(80)
6 = (4+5)	Surplus (Deficit)	828	(436)	469	1,891	1,265	359	(1,063)

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

The Q2 financial result as at end of December 31, 2025, ended with a year-to-date (YTD) surplus of \$828K (A6). This is \$359K (F6) higher than the forecasted YTD surplus of \$469K (C6). A more detailed variance report is outlined in [Appendix A](#).

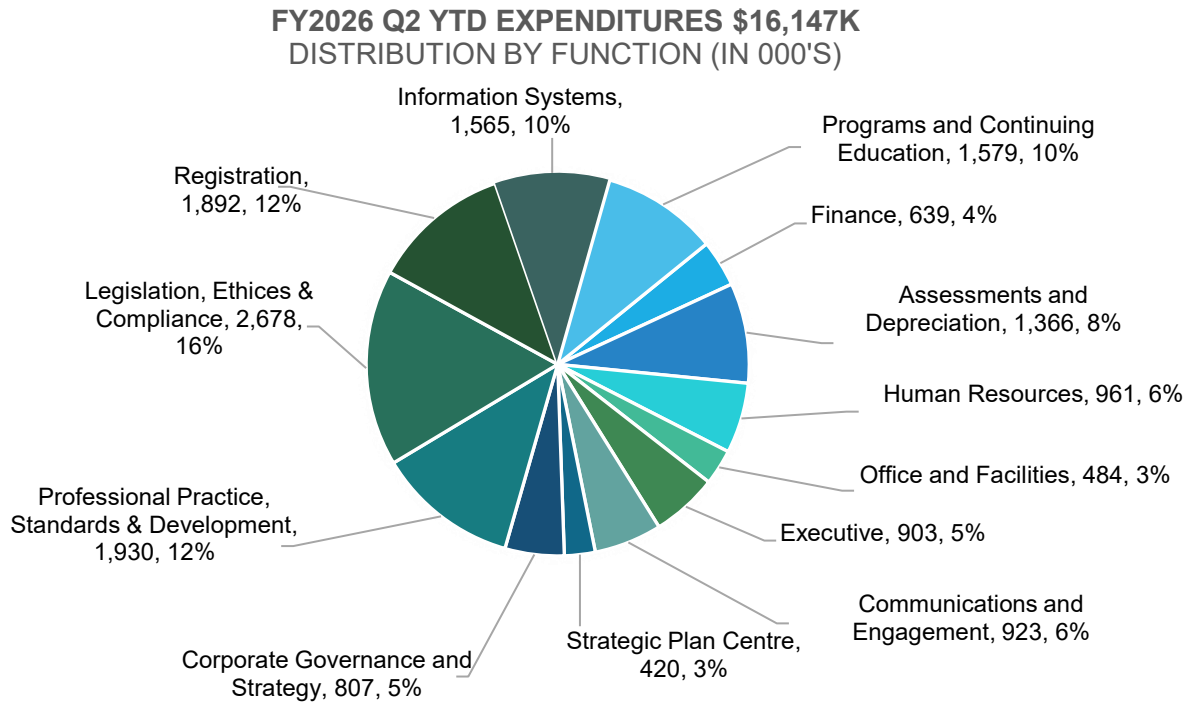
YTD Revenues

YTD total revenue is \$16,965K (cell A1). Figure 1 below shows the distribution of this revenue by source.



YTD Expenditures including salaries

YTD total operating expenditure is \$16,147K (cell A2 and A3). Figure 2 below shows the distribution of this expenditure by function.



FY2026 Q2 Actuals vs YTD Forecast 1

YTD revenue is \$70K (cell F1) or 0.4% lower than forecast 1 primary due to:

- lower Continuing Education seminars attendance (\$74K)
- lower than expected registration and application volume mainly on first time applicants (\$50K) offset by:
 - higher disciplinary recoveries (\$34K) than expected
 - higher annual registration fee on individuals and firms than expected (\$33K)

YTD expenditure is \$443K (cell F2 and F3) or 2.7% lower than forecast 1 primarily due to:

- lower salaries and benefits expenses (\$159K) from vacancies and timing of staff vacation,
- lower overall contract services (\$83K) due to timing of projects and expenses
- lower expenses in events, travelling and office, general and miscellaneous offset by:
 - higher legal expenses (\$37K) due to timing and rate of settlement on disciplinary files.

FY2026 Q2 YTD Actuals vs FY2026 YTD Budget

YTD revenue is \$475K (cell E1) or 2.9% higher than budget primarily due to:

- higher than expected candidates for academic exam (\$188K) and professional practice exam (\$49K)
- higher Continuing Education late fee (\$160K) than budgeted
- higher individual annual registrant revenue (\$101K) and firm annual registrant fees (\$46K)
- higher revenue on advertising (\$68K) due to extension of the program offset by:
 - lower application/registration volume (\$36K) than budgeted
 - lower legal recoveries (\$27K) and
 - lower innovation magazine (\$16K) than budgeted

YTD expenditure is \$825K (cell E2 and E3) or 4.9% lower than budget primarily due to:

- lower contract services (\$429K) due to timing of project and expenses,
- lower salaries and benefits expenses (\$270K) due to vacancies,
- lower expenses in office, general and miscellaneous and meeting and travelling

FY2026 Q2 YTD Actuals (CY) vs FY2025 Q2 YTD Actual (PY)

YTD revenue is \$696K (cell G1) or 4.3% higher than last year primarily due to:

- higher annual individual registrant revenue from a combined effect of higher individual registrant fees for 2025, and a rise in the number of individual registrants (\$647K)
- higher Continuing Education late fee (\$92K)
- higher examination revenue (\$80K)
- offset by lower investment revenue due to lower interest rate (\$237K)

YTD expenditure \$1,678K (cell G2 and G3) or 11.6% higher than prior primarily due to:

- higher salaries and benefits expenses due to filled new roles, and merit increases (\$1,352K)
- higher legal expenses due to higher prosecutor expense (\$180K)
- higher examination cost due to increased exam marking and investigation cost (\$92K)

FINANCIAL SUMMARY & FY2026 FORWARD OUTLOOK

EGBC had planned a 900K deficit budget for FY2026. As at the end of Q2, we have accumulated a surplus of 828K, which combines:

- a 2.9% higher than budgeted revenue, or on par with Forecast 1, mainly due to higher CE late fees and exam revenues,
- a 2.5% lower than budgeted salaries and benefits, or 1.5% lower than Forecast 1, due to unplanned employee leaves, departures, and timing of recruitment, and
- a 9.2% lower in budgeted non-payroll expenditures, or 4.9% lower than Forecast 1, due to schedule and timing of spend on projects and initiatives.

For comparison, as at the end of Q2 in the prior fiscal year (FY2025), we were at a surplus of 1.89M surplus. It is, however, important to keep in mind that the factors affecting financial performance can be different year-over-year. Therefore, this cannot be used as a strict benchmark.

Staff are proceeding with planned spending on projects and initiatives as per Forecast 1, that was presented to the Board in December. The main pressure point will be in salaries and benefits due to vacancies and leaves. Although actively working on filling key positions, recruitment of the right talents takes time, and the cascading effects of Acting roles remain.

At the time of this report, senior staff are preparing a forecast update that will be presented to FAR in March 2026, and subsequently to the Board in April.

APPENDIX A – FY2026 Q2 Statement of Revenue and Expenses Compared to Budget, Forecast 1 and Last Year YTD Actual (in '000's)

FY2026 Q2 Statement of Revenue and Expenses Compared to Budget, Forecast 1 and Last Year YTD Actual (in '000's)

	A	B	C* = A vs B		D	E* = A vs D		F	G* = A vs F		
	FY2026 YTD Actual	FY2026 YTD Budget	Variance - Actual vs Budget	Comments - Actual vs Budget	FY2026 YTD Forecast 1	Variance - Actual vs Fcst 1	Comments - Actual vs Forecast 1	FY2025 YTD Actual	Variance - CY YTD Actual vs PY YTD Actual	Comments - CY YTD Actual vs PY YTD Actual	
Revenue											
1	Annual registrant fees - Individual	10,017	9,915	101	Higher Annual individual registrant fees due to higher numbers of interim P.Eng	9,996	21		9,370	647	2025 registrant fee increase as well as higher number of registrants
2	Annual registrant fees - Firms	1,707	1,661	46	Higher Annual firm fees due to higher number of firms	1,695	12		1,628	79	
3	Professional and academic examinations	1,402	1,169	234	Higher than expected Academic Examination and PPE revenue	1,409	(6)		1,322	80	Higher Academic Examination and PPE revenue compared to PY
4	Application, registration and certification Fees	1,376	1,412	(36)	Lower than expected application fee on first time applicants for Professional Registrants	1,426	(50)	Anticipated increase for first time applications for Professional Registrants is lower than forecast level	1,298	78	Higher revenue mainly on national application fee and first-time applicants for trainee
5	Annual Conference	635	621	14		629	6		624	10	
6	Continuing Education and Programs	614	633	(19)	Mainly due to lower revenue from Professional Engineering and Geoscience Practice in BC Online seminars	694	(79)	Seasonal slowdown In CE registration	579	35	
7	Penalty on CE and AIR	535	375	160	Higher than expected late fee related to CE and AIR program	555	(19)	Revenue from late fees associated with the CE and AIR programs was lower than projected	444	92	Higher late fee related to CE and AIR program compared to PY
8	Investment Income and other revenue	491	493	(2)		504	(12)		797	(305)	Difference in interest rates
9	Miscellaneous	187	210	(23)	Lower legal recoveries than budgeted	129	58	Higher Discipline recoveries than expected	208	(21)	Lower legal recoveries than last year
10	Total Revenue	16,965	16,490	475		17,035	(70)		16,269	696	

	A	B	C* = A vs B		D	E* = A vs D		F	G* = A vs F		
	FY2026 YTD Actual	FY2026 YTD Budget	Variance - Actual vs Budget	Comments - Actual vs Budget	FY2026 YTD Forecast 1	Variance - Actual vs Fcst 1	Comments - Actual vs Forecast 1	FY2025 YTD Actual	Variance - CY YTD Actual vs PY YTD Actual	Comments - CY YTD Actual vs PY YTD Actual	
Salaries and Expenses											
11	Salaries and employee benefits	10,665	10,935	270	Savings due to vacancies	10,824	159	Savings due to vacancies	9,313	(1,352)	Filling of PY vacancies and staff transition costs
12	Contract and consulting services	1,584	2,013	429	Contract spending is under budget, mainly due to timing of spending across departments	1,667	83	Contract spending is below forecasted level mainly due to timing of spending	1,726	142	Lower expense due to timing differences in project execution and organizational spending
13	Office, general and miscellaneous	922	1,007	85	Delay on spending on multiple programs across departments	945	23	Less expenses than expected	872	(50)	
14	Legal	655	499	(156)	Higher-than-budgeted expenses relate to prosecutor	618	(37)	Higher-than-forecasted expenses relate to prosecutor	474	(180)	Higher prosecutor and legal advice expenses due to higher volume of disciplinary files
15	Examinations	561	465	(97)	The increase in Invigilator and exam marking fees is driven by stronger-than-forecast Examination revenue	559	(2)		470	(92)	Higher examination cost due to increase in candidate volume of other jurisdictions
16	Meetings, room rentals and special events	367	504	137	Lower-than-budgeted meeting related costs for Annual Conference and expenses haven't occurred for Employee Program	450	84	Lower-than-forecasted meeting-related costs for the Annual Conference, along with slower spending in Continuing Education	401	35	
17	Amortization	348	359	12		350	2		394	46	
18	IT and Telecommunications	410	440	31	Lower spending in Business Tools and Hardware	432	22		295	(115)	Higher cost due to more staff increasing IT related subscription cost

	A	B	C* = A vs B		D	E* = A vs D		F	G* = A vs F		
	FY2026 YTD Actual	FY2026 YTD Budget	Variance - Actual vs Budget	Comments - Actual vs Budget	FY2026 YTD Forecast 1	Variance - Actual vs Fcst 1	Comments - Actual vs Forecast 1	FY2025 YTD Actual	Variance - CY YTD Actual vs PY YTD Actual	Comments - CY YTD Actual vs PY YTD Actual	
19	Premises and operating costs	247	260	13		245	(2)		206	(41)	Higher premises costs due to parking lot maintenance and increase in property tax
20	Travel	175	287	112	The variance reflects lower-than-budgeted travel spending	268	94		185	10	The variance reflects lower-than-forecasted travel
21	Printing, publication and distribution costs	214	202	(11)		232	18		131	(83)	Higher cost for innovation magazine due to timing of expense incurred
22	Total Salaries and Expense before Grants and External Projects	16,147	16,972	825		16,590	443		14,468	(1,678)	
23=10-22	Surplus before Grants and External Projects	818	(482)	1,300		445	373		1,801	(983)	
24	Surplus (Deficit) from Grants and External Projects	10	46	(36)		24	(14)		91	(80)	
25=23+24	Total Surplus (Deficit)	828	(436)	1,265		469	359		1,891	(1,063)	

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



OPEN SESSION

ITEM 3.3

DATE	February 20, 2026
REPORT TO	Board for Decision
FROM	Alison Dantas, Chief Operating Officer Ailene Lim, Associate Director, Equity, Diversity, and Inclusion Sneha Satheendran, Manager, Equity, Diversity, and Inclusion Chelsea Ram, Coordinator, Equity, Diversity, and Inclusion
SUBJECT	Engineers and Geoscientists BC's Truth and Reconciliation Strategy
LINKAGE TO STRATEGIC PLAN	Social Responsibility: We have a positive impact on the world – by advancing EDI, reconciliation with Indigenous Peoples, and climate action and sustainability.

Purpose	To obtain Board approval of Engineers and Geoscientists BC's Truth and Reconciliation Strategy.
Motion	That the Board approve Engineers and Geoscientists BC's Truth and Reconciliation Strategy as presented.

BACKGROUND

Engineers and Geoscientists BC developed a Truth and Reconciliation Strategy to guide how reconciliation is advanced across its regulatory mandate and internal operations. This work reflects the organization's commitment to public trust, ethical practice, and respectful relationships with Indigenous Peoples across British Columbia. The 2022–2027 Strategic Plan highlights reconciliation with Indigenous Peoples as a critical imperative under the Social Responsibility pillar, and this direction is supported by the Board's recently developed Regulatory Principles, which identify reconciliation as a core regulatory consideration.

The Strategy is grounded in the organization's obligations under the Professional Governance Act and reflects reconciliation frameworks such as the Truth and Reconciliation Commission Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Province's broader reconciliation commitments, including Declaration on the Rights of Indigenous Peoples Act (DRIPA). As the provincial legislative environment continues to evolve, the Strategy

remains anchored in Engineers and Geoscientists BC's enduring mandate to uphold public trust, ethical practice, and professional competence.

The Strategy's vision centers on safeguarding the public interest by advancing reconciliation, strengthening professional competence, and fostering respectful, trust-based relationships with Indigenous Peoples. It establishes the foundation for future actions, policies, and implementation planning, which will be developed through a phased approach following Board approval to ensure the work is purposeful, sustainable, and informed by continued learning and engagement.

CONSULTATION

An extensive environmental scan was undertaken to understand reconciliation work already underway across regulators, government bodies, academic institutions, industry sectors, and Indigenous organizations. This scan informed the overall engagement approach by identifying leading practices, areas of alignment, existing models, and by helping reduce consultation fatigue within Indigenous communities. It ensured the Strategy was developed with awareness of the broader reconciliation landscape and with an intention to align with established wise practices.

The Strategy was further informed by a comprehensive, Indigenous-centred consultation process led by Indigenous consultants from Porttris Consulting Group. Their leadership and guidance ensured the engagement approach was grounded in Indigenous values, cultural safety, and respectful relationship building- throughout all phases of development.

The consultation process included engagement with a broad range of groups whose perspectives are essential to shaping a credible and practical regulatory strategy. Over the course of 2025, Engineers and Geoscientists BC engaged with:

- Indigenous organizations and leaders
- Government bodies, including the Office of the Superintendent of Professional Governance, Indigenous Services Canada and the Ministry of Mining and Critical Minerals (MMCM)
- Industry partners across engineering and geoscience
- Registrants and volunteers through the EDI and Truth & Reconciliation Working Group
- Provincial and national regulators and associations
- Academic institutions

Engagement was conducted through interviews, small group discussions, and targeted outreach, supported by background materials and guiding questions. Consistent with the findings of the environmental scan, the approach prioritized learning from those already engaged in reconciliation work and focused on provincial and national Indigenous organizations to minimize consultation burden on individual Nations.

In addition, internal engagement was conducted with departmental leaders and staff across the organization to understand internal gaps, areas of alignment, operational considerations, and staff learning needs. These discussions helped inform how reconciliation can be integrated into internal practices and regulatory processes.

The Board's perspectives were incorporated through the fall 2025 survey, which invited reflections on the organization's role in reconciliation and expectations for the Strategy's direction. The resulting Strategy reflects these insights and aligns with the Board's Strategic Plan priorities and newly developed Regulatory Principles.

KEY ELEMENTS OF THE STRATEGY

The Strategy is guided by Indigenous principles of Respect, Reciprocity, Relevance, Responsibility, and Relationship (the 5Rs Model: see Appendix 1 of the Organizational Truth & Reconciliation Strategy). These principles provide the foundational values for how reconciliation will be integrated into the organization's work.

The Strategy is structured around four goals that will guide the organization's long-term approach to advancing reconciliation across its regulatory and operational responsibilities.

- Support for Registrants and Firms
- Regulatory Processes
- Organizational Culture and Operations
- Influence and Leadership

Together, these goals establish the overall direction for implementation planning and ensure reconciliation is embedded across the organization's roles and responsibilities.

IMPLEMENTATION CONSIDERATIONS

Truth and Reconciliation requires a different approach than traditional strategy implementation. While this Strategy sets direction and priorities, reconciliation is not a finite outcome that can be achieved within a single planning cycle. It is an ongoing journey that requires sustained commitment, humility, and adaptability.

Implementation will therefore proceed in a phased and iterative manner, informed by continued listening, learning, and engagement with Indigenous partners. Progress will be intentional and responsive, with adjustments made as understanding deepens and organizational capacity evolves. Throughout this work, the organization will remain attentive to the risk of performative action and will prioritize work that is meaningful, relational, and aligned with the Strategy's guiding principles.

Following Board approval, initial efforts will focus on developing action plans, sequencing priorities, and confirming accountability for each goal area. This will include identifying resource requirements, establishing clear accountability structures, and determining the supports needed across departments to operationalize reconciliation commitments.

A measurement and reporting framework will also be developed to support transparency and track progress over time using both qualitative and quantitative indicators aligned with the Strategy's goal.

Successful implementation will require coordination across departments, integration with existing organizational initiatives, and ongoing engagement with staff, volunteers, registrants, and Indigenous partners. As the work evolves, plans will be reviewed and adapted to reflect learning, feedback, and changes in the external environment.

RECOMMENDATION

That the Board approve Engineers and Geoscientists BC's Truth and Reconciliation Strategy as presented.

APPENDIX – Engineers and Geoscientists BC's Truth and Reconciliation Strategy



ORGANIZATIONAL TRUTH & RECONCILIATION STRATEGY

TERRITORIAL ACKNOWLEDGEMENT

Engineers and Geoscientists BC respectfully acknowledge that our office is located on the unceded ancestral territories of the x^wməθk^wəyəm (Musqueam), Sḵwxwú7mesh Úxwumixw (Squamish), and səliłwətał (Tsleil-Waututh) Nations. As a provincial regulator, we are grateful to serve across a diverse province of over 200 Indigenous communities. The professions we regulate operate across the ancestral, unceded, and treaty territories of First Nations, Inuit, and Métis peoples.

INTRODUCTION

The legacy of colonization, residential schools, and systemic discrimination has left deep wounds in Indigenous communities. Reconciliation calls us to face these truths, honour survivors, and take meaningful action to repair relationships and build a more just and inclusive future.

Reconciliation is both a principled imperative and a regulatory responsibility. As engineers and geoscientists, our registrants shape the built and natural environments that impact every community – including over 200 Indigenous communities across British Columbia. As a regulator, we are responsible for fostering high professional and ethical standards, a responsibility that must address historical and ongoing injustices that regulated professionals are part of.

By embedding reconciliation into our standards, practices, and culture, we uphold the public interest, strengthen professional competence, and foster respectful relationships with Indigenous Peoples.

Guided by the principles of Respect, Reciprocity, Relevance, Responsibility and Relationship (the 5Rs Model: see **Appendix 1**, this strategy will shape our approach to Indigenous relations as both a regulatory body and an employer, guiding our future actions, policies, and partnerships for our internal operations and our external regulatory functions.

Reconciliation is a living commitment. It is grounded in Truth, Indigenous values, foundational to public trust, and key to our shared journey toward equity, accountability, and lasting change.

Engineers and Geoscientists BC's Role

As a regulatory body under the *Professional Governance Act*, Engineers and Geoscientists BC is committed to advancing reconciliation as part of its responsibility to uphold public safety, ethical practice, and the public interest. This work is informed by provincial and national reconciliation frameworks - including the Truth and Reconciliation Commission's Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the *Declaration on the Rights of Indigenous Peoples Act (DRIPA)* - while recognizing that the legal and policy landscape continues to evolve. Our commitment to reconciliation is grounded in enduring regulatory obligations, Indigenous rights, and the values that guide the professions we regulate.

VISION

Safeguarding the public interest by advancing reconciliation, equity, and respectful relationships with Indigenous Peoples, while upholding professional standards and fostering trust, accountability, and fairness in engineering and geoscience regulation.

GUIDING PRINCIPLES: THE 5R'S MODEL

Our approach is guided by the 5Rs of Indigenous Values (Kirkness & Barnhardt; Restoule's adaptation): Respect (honoring Indigenous perspectives), Reciprocity (mutual benefit), Relevance (ensuring cultural context), Responsibility (ethical obligations), and Relationship (building trust and connections). Each principle plays a crucial role in shaping how we work and how we serve the public interest.

The 5Rs is a concept adapted from an approach created by Indigenous education advocate Verna J. Kirkness, whose work has supported Indigenous representation in academia and STEM. This model provides a structured, values-based framework for our work that is culturally respectful and aligned with reconciliation commitments in BC.

Engineers and Geoscientists BC will use the 5Rs as a lens for strategy implementation. These values will inform our engagement processes, guide decision-making, and ensure our programs are responsive to Indigenous People's needs.

For more information on the 5Rs, see the **Appendix 1**.

STRATEGIC GOALS

1. SUPPORT FOR REGISTRANTS AND FIRMS

Goal: Support registrants and firms with building competency, providing resources and guidance to advance reconciliation and culturally respectful engagement in engineering and geoscience practice.

Focus Areas:

- **Integrate Reconciliation into Professional Responsibilities:**
Support the integration of reconciliation principles into professional standards and expectations across registrants and firms
- **Learning and Cultural Competency:**
Provide learning resources and tools to support registrants and firms to understand and fulfill their professional responsibilities in advancing reconciliation
- **Foster Inclusion and Pathways for Participation:**
Recognize that individuals and organizations are at different stages of learning and understanding and provide inclusive and accessible opportunities that enable meaningful participation. Identify and reduce barriers to participation for smaller firms, new professionals and applicants. Promote equitable access to training opportunities and support resources.

2. REGULATORY PROCESSES

Goal: Integrate reconciliation principles and wise practices into regulatory processes to strengthen fairness, accountability, accessibility, and public trust.

Focus Areas:

- **Incorporate Indigenous Knowledge and Perspectives**
Integrate Indigenous perspectives and reconciliation principles into decision making, regulatory policy reviews, code of ethics, guidelines and resources (especially related to land, water, and natural systems)
- **Review and Adapt Regulatory Processes:**
Review regulatory decisions and processes to align with the needs and experiences of Indigenous Peoples.
- **Strengthen Transparency and Accountability:**
Develop actionable plans, metrics, and evaluation processes for the reconciliation strategy. Establish clear mechanisms for measurement, reporting, and ownership of reconciliation commitments, ensuring progress is visible and consistent across all regulatory activities.

3. ORGANIZATIONAL CULTURE AND OPERATIONS

Goal: Foster an inclusive organizational culture where reconciliation principles are incorporated into staff development, internal practices, and workplace values.

Focus Areas:

- **Advance Learning and Cultural Competency:**
Provide immersive and ongoing learning opportunities for staff, registrants, volunteers, and board members on reconciliation, Indigenous history, trauma-informed approaches, and cultural competency.
- **Review and Adapt Policies and Procedures:**
Review and adapt organizational policies and procedures through a reconciliation and equity-informed lens, ensuring practices are responsive to diverse perspectives and experiences.
- **Foster Inclusion and Respect:**
Foster an inclusive organizational culture where Indigenous partners, advisors, registrants, volunteers and staff feel valued and respected, and where all voices are encouraged to contribute to continuous improvement.

4. INFLUENCE AND LEADERSHIP

Goal: Lead and collaborate within the regulatory and professional landscape to advance coordinated reconciliation efforts and influence positive change.

Focus Areas:

- **Foster Sector-Wide Collaboration:**
Collaborate with partners, share best practices, and foster environments for collective learning and adaptation. Align reconciliation efforts with provincial and national strategies.
- **Leadership and Outreach:**
Support Indigenous professionals and leaders in roles across the sector. Encourage inclusive practices that support Indigenous engagement and representation within the professions.
- **Build Respectful Relationships and Engagement:**
Build and maintain relationships grounded in trust, consent, reciprocity, and cultural humility. Prioritize long-term relationship building and authentic collaboration with partners, allies, Indigenous Peoples, professionals, and communities.

Acknowledgement - We are deeply grateful to the Elders, Indigenous consultants, knowledge holders, professionals, leaders, and community members who have guided the development of this strategy through their time, stories, feedback, and wisdom. This strategy builds on extensive consultation led by Indigenous Consultants, Porttris Consulting Group, with diverse groups to ensure collaborative input is reflected. This is a living document—one that will continue to evolve through relationships rooted in truth, mutual respect, accountability, and trust.

A full list of contributors and a formal expression of gratitude will be shared with the Strategy.

APPENDIX 1 – GUIDING PRINCIPLES: THE 5R’S MODEL

Engineers and Geoscientists BC adopts the 5Rs of Indigenous Values ([Kirkness & Barnhardt; Article; Restoule’s adaptation](#)), to guide our ongoing reconciliation journey. These are not linear goals, but interconnected ways of being, knowing, and doing. Each pillar shapes our approach to regulation and professional practice:



The 5Rs is a concept adapted from an approach created by an Indigenous education advocate, Verna J. Kirkness, whose work has been focused on aligning post-secondary education with Indigenous values to support Indigenous representation in academia and STEM (science, technology, engineering and math). Using this concept, Engineers and Geoscientists BC will use this as a lens to implement this strategy.

Respect - The foundation of the Five R's. It means recognizing the inherent value and dignity of all people, including Indigenous peoples and their knowledge. Respect also involves acknowledging and honouring the history and traditions of Indigenous peoples, including their unique ways of knowing, being, and doing. By demonstrating respect, non-Indigenous people can create a safe and welcoming space for Indigenous knowledge to be shared and valued.

Relevance - means recognizing the importance of Indigenous knowledge and culture in today's world. Indigenous knowledge is grounded in centuries of lived experience and is deeply connected to the land and environment. By recognizing the relevance of Indigenous knowledge, non-Indigenous people can gain a deeper understanding of their own place in the world and their responsibility to care for the environment.

Reciprocity - means recognizing that relationships between Indigenous and non-Indigenous peoples must be based on mutual respect, understanding, and benefit. Reciprocity involves giving and receiving in equal measure and recognizing the importance of Indigenous knowledge and culture in shaping our collective future. By practicing reciprocity, non-Indigenous people can build stronger relationships with Indigenous peoples and communities.

Responsibility - means recognizing the role that non-Indigenous people have in creating a more just and equitable society for all. Responsibility involves acknowledging the harms of colonization and working towards reconciliation with Indigenous peoples. It also means taking action to address the ongoing social, economic, and environmental issues facing Indigenous communities. By embracing their responsibility, non-Indigenous people can work towards building a more just and equitable future for all.

Relationships -the other Four R's of respect, reciprocity, relevance, and responsibility can only truly be realized through conscious tending and effort to relationships. Relationships between teacher and learner, and between community, culture, and school underlie all aspects of Indigenous education
(Restoule, 2017)



OPEN SESSION

ITEM 3.4

DATE	February 20, 2026
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.

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 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.
- **Project Outlines:** a high-level written description of each project.
- **Strategic Plan Progress Summary:** a tabular summary of the strategic plan initiatives, their success outcomes, and the progress made since the last summary.

In summary, meaningful progress continues to be made on the organization's strategic projects. Since the last reporting period a further two projects have closed: the Organizational Climate Change Strategy project and the Building Trust with Registrants project. The Digital Migration project continues per its plan towards completion in May 2026. The organization's Truth and Reconciliation Strategy project is nearing completion in February 2026.

As noted in the previous report, several candidate projects were selected in late 2025 to move forward in FY26 and FY27. The confirmed projects that are executing or will commence in FY26 include the following:

- Digital Migration
- Building trust with the Public
- Volunteer Classification
- Volunteer Pathways Phase 3
- Firm Sustainability Program Pilot
- T&R Strategy
- T&R Pilot
- EDI Strategy

Projects that have already started, or that are expected to start in February 2026, are included in the project portfolio dashboard below. Projects that are starting later in the fiscal year, particularly the T&R pilot project, will be included in the dashboard closer to their start date.






Outlines of each of these projects are provided in **Appendix A**.

PROJECT PORTFOLIO DASHBOARD

Reporting as of: **Jan 31, 2026**
 Prior reporting as of: **Oct 31, 2025**

Status Legend

- On Track
- Notable Concerns
- Critical Concerns

Digital Migration	Building Trust w/ Registrants	Building Trust w/ Public	Volunteer Pathways Phase 3	Volunteer Classification
Sponsor COO	Sponsor COO	Sponsor COO	Sponsor CFAO	Sponsor CFAO
Forecast Completion May 2026	Forecast Completion December 2025	Forecast Completion TBD	Forecast Completion June 2026	Forecast Completion Q4 2027
Overall Status	Overall Status	Overall Status	Overall Status	Overall Status
Prior → Current	Completed	Current	Current	Current
Progress	Progress	Progress	Progress	Progress
■ Current ■ Prior	■ Current ■ Prior	■ Current ■ Prior	■ Current ■ Prior	■ Current ■ Prior
				
Notes: <ul style="list-style-type: none"> REG complete Comms in progress PPSD nearing completion HR/Facilities newly underway 	Notes: <ul style="list-style-type: none"> Project Completed in December 2025 	Notes: <ul style="list-style-type: none"> Project started in January 2026 	Notes: <ul style="list-style-type: none"> Project started in autumn 2025. Workflow mapping and gap analysis are complete 	Notes: <ul style="list-style-type: none"> Project started in January 2026

Reporting as of:
Prior reporting as of:

Jan 31, 2026
Oct 31, 2025

Status Legend

- On Track
- Notable Concerns
- Critical Concerns

Firm Sustainability Program Pilot

Sponsor: CRO
Forecast Completion: November 2027

Overall Status: **Current**

Progress: 1%

Legend: ■ Current ■ Prior

Notes:

- Project started in November 2025
- Completed kick-off with project consultant

T&R Strategy

Sponsor: COO
Forecast Completion: Feb 2026

Overall Status: **Prior** → **Current**

Progress: 90%

Legend: ■ Current ■ Prior

Notes:

- Document is being presented for Board approval in February

EDI Strategy

Sponsor: COO
Forecast Completion: February 2027

Overall Status: **Pending**

Progress: 0%

Legend: ■ Current ■ Prior

Notes:

- Project not started, expected start in February 2026



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
Dashboard Provides a quick comparative view of all projects through a “traffic light” style status update and percent complete style indicators.	✓	✓	✓	✓	✓
Recovery Summaries 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
Project Outlines Provides a high-level written description of each project at the beginning and midpoint of the Board term.	✓		✓		
Strategic Plan Status Provides an overview of the progress made by project against the objectives and success outcomes of the strategic plan.	✓		✓		

PROJECT OUTLINES

The following tables provide a high-level description of each current project. These descriptions are updated semi-annually, with the prior update being provided in September 2025.

<h1>Digital Migration</h1>					Exec Sponsor: Alison Dantas Project Leaders: Derrick Underwood, Hannah Hirsch Project Manager: Peter Do				
					Pillar	Trusted Partnerships	People and Culture	Process	Social Responsibility
Strategic Initiative	Strengthen our data governance to deliver an improved framework for data management, integrity, and protection.								
Expected Completion Date:	May 2026								
Current FY Project Activities	Q1	Q2	Q3	Q4	Deliverables				
Migrate Legislation, Ethics, and Compliance department					Files moved to target. Staff trained				
Migrate Registration department					Files moved to target. Staff trained				
Migrate Professional Practice, Standards, and Development department					Files moved to target. Staff trained				
Migrate Finance department					Files moved to target. Staff trained				
Migrate Communications department					Files moved to target. Staff trained				
Migrate Human Resources department					Files moved to target. Staff trained				
Migrate Executive					Files moved to target. Staff trained				
Year End Goal(s):	Migration of all organization departments to the target solution environments								
What's next?	Proceed to the subsequent phase of Data Governance development, which involves classifying the organization's data.								
Risks	<ol style="list-style-type: none"> Individual department migrations may be more complex than assumed, impacting schedule. The project is vulnerable to lack of availability of critical project personnel, which may impact schedule. 								

Firm Sustainability Program Pilot

Exec Sponsor: Jason Ong
 Project Leader: Virginie Brunetaud
 Project Manager: Lindsay Steele

Pillar	Trusted Partnerships	People and Culture	Process	Social Responsibility	
Strategic Initiative	Pilot new strategies that progress our commitment to social responsibility and measure their effectiveness.				
Expected Completion Date:	November 2027				
Current FY Project Activities	Q1	Q2	Q3	Q4	Deliverables
Work with project consultant and working group to design voluntary pilot program framework					Program framework
Develop program content					
Develop and/or identify program resources					
Communicate voluntary pilot program					
Year End Goal(s):	By end of FY26, the framework and design of the Firm Sustainability Program will be finalized.				
What's next?	Starting at the end of Q4 and through Q1 of FY27, the goal will be to develop, draft and finalize the content and resource material, tools and guidance documents of the program. Communications will begin in FYQ4 and move into FY27. Soft launch of the pilot is anticipated for Q2 of FY27, and is expected to include no more than 20 firms.				
Risks	With many acting roles in place, we cannot fully predict the staffing situation over this time period. Therefore, there is a small risk that we would not have staff resources or capacity to complete this work.				

Building Trust with the Public

Exec Sponsor: Alison Dantas
Project Leaders: Megan Archibald, David Pinton, MC Kelly
Project Manager: MC Kelly

Pillar	Trusted Partnerships	People and Culture	Process	Social Responsibility	
Strategic Initiative	Clarify our organization's role through clear communication that builds confidence and trust with our registrants and the public.				
Expected Completion Date:	September 2026				
Current FY Project Activities	Q1	Q2	Q3	Q4	Deliverables
Execute a pilot public educational awareness campaign to test and evaluate messaging, channels and the effectiveness of the messages delivered.					Pilot messaging campaign across multiple channels. Learnings and recommendations summary.
Update on early insights and findings.					Board report
Development and delivery of Public Engagement Strategy				Q1 FY27	Board presentation and strategy approval
Year End Goal(s):	Report highlighting early insights and findings from our campaign, and high-level strategic direction for our Public Engagement Strategy. In Q1 of FY27, we will deliver our Public Engagement Strategy, including recommendations that outline the proposed approach for ongoing public awareness engagement.				
What's next?	Operationalizing the learnings from this initiative into an expanded public awareness campaign with a regular cadence.				
Risks	<ol style="list-style-type: none"> 1. If the budget for the pilot campaign is found to be insufficient, then the learnings of the project may be less reliable than desired. 2. The pilot campaign itself may cause little change to public awareness, due to its short duration. 				

Volunteer Classification

Exec Sponsor: Jennifer Cho
Project Leaders: Kevin O’Connell, Apsara Telwatte
Project Manager: Christine Houssaini

Pillar	Trusted Partnerships	People and Culture	Process	Social Responsibility	
Strategic Initiative	Establish a comprehensive program that ensures our volunteer network is supported, engaged, and sustainable.				
Expected Completion Date:	Q2 FY27				
Current FY Project Activities	Q1	Q2	Q3	Q4	Deliverables
Review of existing volunteer roles to determine their scope, time commitment, and decision-making authorities.					Consolidated current state role inventory
Development of a volunteer role classification framework					Volunteer role classification framework
Development of a volunteer role value and impact assessment for current roles.					Volunteer role function, authority, and remuneration current state assessment.
Year End Goal(s):	Complete a phased, two-wave collection of volunteer role information. Develop a consolidated current-state inventory of volunteer remuneration. Prepare input to support classification framework development.				
What’s next?	Develop the volunteer classification framework for review and refinement				
Risks	<ol style="list-style-type: none"> 1. If there is not sufficient data readily available regarding current volunteer roles, the review stage of this process will likely need to be extended 2. If current volunteer support staff are not readily available to support these activities where required, these activities may take longer than expected and/or deliver degraded results. 3. If this project uncovers outdated, inconsistent, or incomplete volunteer role documentation or de facto arrangements, then such items may need to be resolved before further planned work can continue. 				

Volunteer Program – Phase 3

Exec Sponsor: Jennifer Cho
Project Leaders: Kevin O’Connell, Apsara Telwatte
Project Manager: Christine Houssaini

Pillar	Trusted Partnerships	People and Culture	Process	Social Responsibility	
Strategic Initiative	Establish a comprehensive program that ensures our volunteer network is supported, engaged, and sustainable.				
Expected Completion Date:	June 2026				
Current FY Project Activities	Q1	Q2	Q3	Q4	Deliverables
Update privacy language across volunteer applications					Privacy updates implemented
Review and assess volunteer intake workflows					Workflow analysis completed
Pilot a centralized volunteer application tool (JazzHR)					Pilot evaluation
Assess accuracy of active vs. inactive volunteer status					Data assessment
Develop future-state recommendations for volunteer applicant tracking.					Recommendations report
Year End Goal(s):	Validate a modernized, centralized volunteer application process through a pilot. Improved confidence in volunteer data (active vs. inactive status). Deliver clear, actionable, recommendations to support implementation and scaling in FY27. Reduce administrative risk and improve transparency in volunteer recruitment.				
What's next?	Continuing to implement the recommendations outlined in the Volunteer Pathways Report.				
Risks	1. If data inconsistencies are identified during assessment, then additional work will be required to investigate and/or resolve these inconsistencies.				

Truth & Reconciliation Strategy

Exec Sponsor: Alison Dantas
 Project Leaders: Ailene Lim
 Project Manager: Sneha Satheendran

Pillar	Trusted Partnerships	People and Culture	Process	Social Responsibility	
Strategic Initiative	Develop a clear strategy that details the action we will take, both internally and externally, to address EDI, reconciliation with Indigenous peoples, and climate change.				
Expected Completion Date:	February 2026				
Current FY Project Activities	Q1	Q2	Q3	Q4	Deliverables
Draft Truth and Reconciliation strategy					Strategy document
Present strategy to Board for information and approval.					Board presentation
Year End Goal(s):	Delivery of the T&R strategy to the organization.				
What's next?	Operationalizing the developed strategy, starting with a Truth and Reconciliation pilot initiative.				
Risks	1. None.				

EDI Strategy

Exec Sponsor: Alison Dantas
Project Leaders: Ailene Lim
Project Manager: Sneha Satheendran

Pillar	Trusted Partnerships	People and Culture	Process	Social Responsibility		
Strategic Initiative	Develop a clear strategy that details the action we will take, both internally and externally, to address EDI, reconciliation with Indigenous peoples, and climate change.					
Expected Completion Date:	February 2027					
Current FY Project Activities		Q1	Q2	Q3	Q4	Deliverables
Draft Equity, Diversity, and Inclusion strategy						Strategy document (FY27)
Year End Goal(s):	Delivery of the EDI strategy to the organization.					
What's next?	Present strategy to Board for information and approval. Operationalizing the developed strategy, starting with an EDI pilot initiative.					
Risks	1. Resource constraints and/or other emerging priorities could delay other otherwise impact the delivery of this strategy.					

Strategic Plan Progress Summary

Initiative	Success Outcomes	Status	Progress Summary Since Last Report
Trusted Partnerships Pillar			
Establishing Trust	<input type="checkbox"/> Registrant Trust -Strategies implemented and evaluated for effectiveness. <input type="checkbox"/> Public Trust -Strategies implemented and evaluated for effectiveness	In progress	Registrant trust strategy was presented and approved in December 2025. Strategy implementation has started. Public Trust strategy project defined and approved to start.
Emerging Practice Areas	<input type="checkbox"/> Implementation plan developed	Not started	Emerging areas of practice business plan created and approved by Executive Team. Work to start in FY27.
OSPG Partnership	<input checked="" type="checkbox"/> Government Relations Strategy developed <input type="checkbox"/> Strategy executing with metrics to assess progress	In progress	
Collaboration Hub	<input type="checkbox"/> Alignment with the Board and senior leadership on the vision for EGBC’s Collaboration Hub	Deferred	

Initiative	Success Outcomes	Status	Progress Summary Since Last Report
PGA Regulators	<input checked="" type="checkbox"/> Government Relations Strategy developed <input type="checkbox"/> Strategy executing with metrics to assess progress <input type="checkbox"/> Effective collaborative initiatives undertaken	In progress	<p>Implementation plan for the government relations plan is completed with clear actions and deliverables outlined.</p> <p>Joint response to the Standing Committee on Bill M216 with the PGA regulators was completed.</p>
People and Culture Pillar			
Resource Alignment	<input type="checkbox"/> Implemented 27 activity transitions. <input type="checkbox"/> Implementation plans for remaining 3 activities completed	In progress	19 of 30 transitions completed
Leadership Development	<input type="checkbox"/> Frameworks completed <input type="checkbox"/> Implementation plan developed <input type="checkbox"/> Key priorities achieved	In progress	Our leadership development during this period included mandatory psychological safety training for all employees, a strategic thinking course for directors, and essential leadership training for people leaders.
Volunteer Pathways	<input checked="" type="checkbox"/> A strategy has been formulated. <input type="checkbox"/> Foundational program established.	In progress	Volunteer Pathways phase 3 is defined and has started execution. Volunteer Classification project created to encapsulate the critical aspects of this portion of the volunteer pathway recommendations.
Work Environment	<input checked="" type="checkbox"/> Short-term plan complete <input type="checkbox"/> The Board has approved the Long-Term Space Plan Recommendation.	In progress	Long term space plan project business case was created and approved by the Executive Team, with development work starting in FY27.

Initiative	Success Outcomes	Status	Progress Summary Since Last Report
Social Responsibility Pillar			
Role of EDI, Reconciliation Climate Change & Sustainability	<input type="checkbox"/> Role of regulator defined in framework document	In progress (CC: complete T&R: in progress EDI: in progress)	Work on T&R strategy continues and includes the regulatory role aspect.
Strategies for EDI, Reconciliation & Climate Change Sustainability	<input type="checkbox"/> Strategies approved by the Board	In progress (CC: complete T&R: in progress EDI: not started)	Work on T&R strategy continues and will be presented for Board approval in February 2026.
Pilots for EDI, Reconciliation & Climate Change & Sustainability	<input type="checkbox"/> Pilots defined or implemented	In progress (CC: in progress T&R: not started EDI: not started)	Climate pilot project (Firm Sustainability Program Pilot) defined and approved to proceed.
Process Pillar			
PGA Integration	<input checked="" type="checkbox"/> Finalized all 11 components of the project	Completed	
Data Governance	<input type="checkbox"/> Achieved full digital migration. <input type="checkbox"/> Achieved data classification. <input type="checkbox"/> Defined metadata standards <input type="checkbox"/> Improve enterprise data maturity level from 2 to 4 (stretch goal)	In progress	Digital Migration has now completed 7 of 10 departments. Recently completed were PPSD and Registration.
Business Systems	<input type="checkbox"/> Conducted a high-level audit	Deferred	
Continuous Improvement	<input type="checkbox"/> Documented agreement and alignment on the concept / approach for introducing a continuous improvement framework into the organization.	In progress	Continuous improvement pilot with the LEC enforcement team is progressing well with several process changes implemented and the pilot nearing completion.

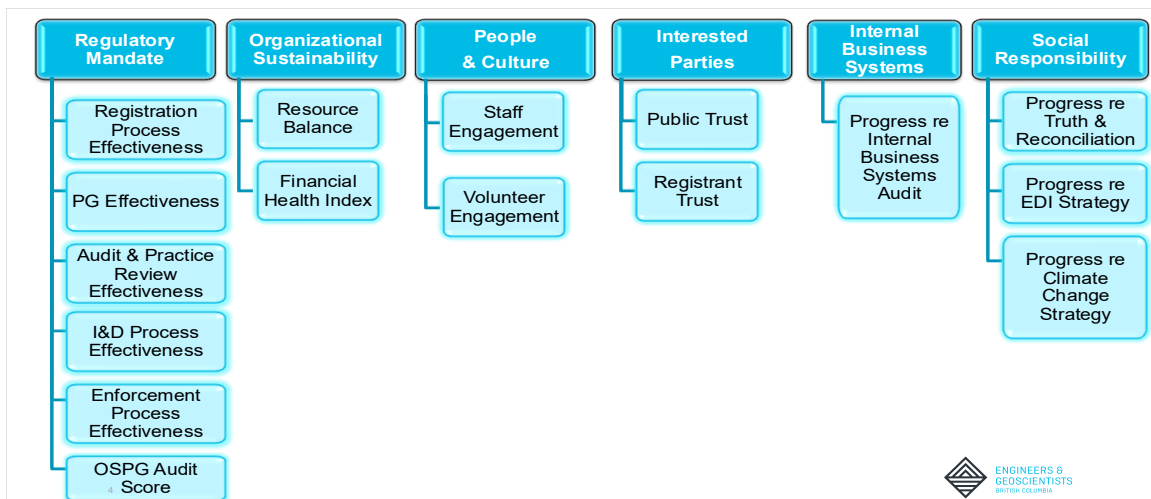
DATE	February 20, 2026
REPORT TO	Board for Discussion
FROM	Alison Dantas, Chief Operating Officer Ollie Campbell, Manager, Organizational Performance
SUBJECT	Key Performance Indicator (KPI) Report
LINKAGE TO STRATEGIC PLAN	We have efficient and effective systems in place to enable modern regulation.

Purpose	To update the Board on Engineers and Geoscientists BC’s KPI outcomes
Motion	No motion – for discussion.

BACKGROUND

This is the fifth report to comment on the organization’s performance outcomes following the implementation of the new strategic plan. Engineers and Geoscientists BC continues to develop and refine its KPIs and metrics.

PERFORMANCE AREAS AND KPIs






KPI SUMMARY

Of the 16 metrics for which we have comparative data, 9 'comparables' show improvement, 5 are trending down, and 2 are unchanged. Out of the 15 metrics that have targets, we are at or above target on 9 metrics, within the target margin for 4 metrics, and below target on 2 metrics.





KPI SUMMARY

KPI	Metric	Comparables			Target	Comment
		Previous	Current			
Registration Process Effectiveness	Application Processing Efficiency P. Eng	↓	↓	52%	95%	Action: <ul style="list-style-type: none"> process change additional resources assessor focus
	Application Processing Efficiency P. Geo	↓	↓	53%	95%	Action: <ul style="list-style-type: none"> process change additional resources assessor focus
	Application Processing Capacity	↑	↑	2.6	3.2	
Practice Guidelines Effectiveness	Familiarity and Application of PGs among Auditees	→	↓	7%	6%	Monitoring
Audit and Practice Review Effectiveness (Firms)	Non-Conformance Correction		↑	94%	95%	
	Audit Experience Score		→	4.6	4.6/5	
Audit & Practice Review Effectiveness (Individuals)	Non-Conformance Correction		↓	96%	90%	
	Audit Experience Score		↑	3.8	4/5	
I&D Process Effectiveness	Percentage of Files Closed Before Disciplinary Hearing Occurs	↑	↓	90%	90%	
Enforcement Process Effectiveness	Intake and Investigation Efficiency	→	↑	93%	80%	
	Percentage of Compliers	↓	↑	93%	75%	
Resource Balance	Staff to Vacancy Ratio	↑	→	96%	90%	
	Volunteer to Vacancy Ratio – Stat Comms	↑	↑	92%	95%	
	0yr – 3y Statutory Committee Term Lengths	→	↑	41%		
	4yr - 6yr Statutory Committee Term Lengths	↑	↓	19%		Monitoring
	7yr - 9yr Statutory Committee Term Lengths	↓	↑	15%		
	9yr + Statutory Committee Term Lengths	↓	→	26%		
Staff Engagement (Annual)	Staff Engagement Score	↑	↑	77	80	
Progress re Climate Change Strategy	Climate Change Project Progress Score	↑	↑	3/3	3/3	
Progress re T&R Strategy	T&R Strategy Project Progress Score		↑	3/3	3/3	

Key: Comparables

	Metric outcome is improving
	Metric outcome is static
	Metric outcome is worsening

Key: Target

	Target being met
	Target not being met
	Within target margin (5%)
	Target not set – review once further data has been analyzed

ANALYSIS AND COMMENTARY - ACTION

REGISTRATION PROCESS EFFECTIVENESS

CONTEXT: Our **Application Processing Efficiency** scores for both P.Eng. and P.Geo. have continued to decline over the past four quarters and are below the 95% target for decisions within 180 days.

EGBC continued to experience a significant increase in P.Eng./P.Geo. applications. Additionally, we have seen significant increases in applications for registration as a trainee (EIT and GIT) or professional licensee engineering/geoscience. These numbers are not reported in this KPI but put further pressure on Registration Department capacity.

The volume of international applicants has grown as well, and these files generally require more complex academic and experience assessments, increasing processing time.

Although geoscience application volumes are lower, processing times remain high due to the absence of accredited postsecondary geoscience programs. Assessors often must evaluate education and experience simultaneously, requiring specialized expertise. The proportion of internationally trained P.Geo. applicants has also risen - from 40% in FY25 to nearly 50% so far this fiscal year - adding further complexity.

MITIGATION: Actions taken to address current application processing timelines include the following:

- **Process improvements:** We have implemented a staff-level preliminary review of all experience reports that are awaiting assignment to assessors, helping to reduce the need for revisions by applicants and reducing the demand on assessors.
- **Hiring additional temporary staff:** We are hiring two new temporary staff members to assist with queries from pre-applicants and applicants, as well as the preliminary assessment and assignment of experience assessments to assessors. Additional funds have been assigned to the contract assessor budget, and we are in the process of recruiting more contract assessors.
- **Assessors and Volunteers:** We have expanded our assessor pool, bringing in new Experience Assessors in high demand disciplines, as well as encouraging existing assessors to take on more files. As a result, quarterly experience assessment volumes have nearly doubled, from 482 in Q1 FY26 to 912 in Q1 FY27. We have strengthened volunteer recruitment, adding four new registrants to the Credentials Committee and are actively considering several new lay members.

FORECAST: While processing efficiency continues to decline, there are signs of improvement. However, due to the nature of the registration process, meaningful change will take time. Higher application volumes have created a backlog across multiple stages of the pipeline, as files move forward only after all documentation is submitted. This “bulge” will take time to work through, but the mitigation measures outlined above will help ensure resources are focused at the most critical pressure points.

ANALYSIS AND COMMENTARY - MONITORING

PRACTICE GUIDELINE EFFECTIVENESS

We have seen a slight fall in the score for **Familiarity and Application of PGs among Auditees**. While we are still within the target margin for this metric (6%), this marks the first time that this return has varied by over 1%. Staff will monitor and report internally on the Q3 statistics to ensure that this area is given sufficient attention.

RESOURCE BALANCE

The results for our **Statutory Committee Term Lengths** profile remain mixed. While we have seen a welcome increase in our 0-3yr cohort from 33% to 41%, which can be attributed to our Active Volunteer Recruitment (AVR) process, launched on July 1, 2025, we have seen a decrease in our 4-6yr cohort. Part of this decrease can be accounted for by the increase in our 7-9yr cohort as committee members move through the term bands; we will monitor the 4-6yr cohort more closely moving forward. Our 9yr+ cohort has remained steady at 26%.

We have not reported against a target for these metrics; the Board indicated that they would like to see the previous targets revised, and this work is ongoing. We anticipate including targets for these metrics in our September report.

SUMMARY

In conclusion, our KPI outcomes continue to indicate several promising areas of organizational performance. However, there are clear areas for improvement; our **Registration Process Efficiency** outcomes continue to represent a vulnerability for the organization, and we will continue to address that vulnerability through the mitigation measures outlined above, including recruitment and process improvements.

ATTACHMENT A – KPI DESCRIPTIONS

BOARD KEY PERFORMANCE QUESTIONS

Area	Key Performance Questions
Regulatory Mandate	How well are we performing our regulatory mandate?
Organizational Sustainability	How well have we aligned our resources, both human and financial, to meet our mandate now and into the future?
Internal Business Systems	Do we have all the necessary business systems in place? To what extent are our business systems effective and efficient?
People & Culture	How well are we improving employee engagement (well-being, work/life balance, satisfaction, development, career progression)
	How well are we improving volunteer engagement? (recruitment and retention, pipeline)
Interested Parties	To what extent do we have interested parties' confidence and trust that we are fulfilling our mandate?
Social Responsibility	How well are we fulfilling our role in advancing EDI, T&R and Climate action?

REGULATORY MANDATE

KPI	Metrics	Justification	Target	Measurement Interval
Registration Process Effectiveness	Application Processing Efficiency The percentage of individual registrant applications that receive a decision within the target timeframe.	180 days is a performance standard that is likely to be requested by the OSPG. P.Eng and P.Geo reported separately	95% of applications receive a decision in 180 days	Quarterly
	Application Processing Capacity The number of experience assessments completed and the number of assessors who completed those assessments.	An increasing divergence between the number of assessments and number of assessors is a signal that the organization may find it increasingly difficult to meet the application processing efficiency target.	3.2	Quarterly
Outcome: We process individual registrant applications in a timely and high-quality manner				

KPI	Metrics	Justification	Target	Measurement Interval
Practice Guidelines (PG) Effectiveness	Familiarity and Application of PGs among Auditees A score based on OFIs*, CARs**, and MNCs*** reported related to Practice Guidelines within the audit reports of both individuals and firms.	This data is already being collected as part of the audit process for firms and will be collected as part of the audit process for individuals.	6%	Quarterly
	Familiarity and Application of PGs among Registrants Generally A score based on questions assessing the following: familiarity, relevance; usefulness in improving standards of practice; ease of understanding/clarity; comprehensiveness; timeliness.	This metric would be based on information from all registrants, or at least a large representative sample of registrants, and will complement the results from the audits	TBC	Quarterly
Outcomes: Registrants are familiar with Practice Guidelines (PGs), consider them relevant to their practice, and use them to ensure they meet the standards and guidelines for their profession.				

KPI	Metrics	Justification	Target	Measurement Interval
Audit & Practice Review Effectiveness (for individuals and firms)	Non-Conformance Correction The percentage of nonconformances fully corrected within the initial time period specified by the assessor or by the Audit and Practice Review Committee.	An indicator of the extent to which non-conformances detected during the audit are corrected in a timely manner.	95% (firms) 95% (individuals)	Quarterly
	Audit Experience Score Derived from a survey based on the following: helpfulness of audit in learning how to maintain compliance; reasonableness of scope; level of effort required; perceived fairness, professionalism/courtesy of the auditor.	Provides the organization with data on how auditees experience the audit process.	4.6 (firms) 4.0 (individuals)	Quarterly
	Removal of Remedial Actions Where a practice review has resulted in the imposition of remedial actions, the percentage of cases in which the subject has provided evidence that the remedial actions are no longer necessary or have been fulfilled.	An indicator of the extent to which practice reviews result in timely correction of skill deficits and failures to comply with standards and regulations.	TBC	Annual
Outcome: Our audit process is fair, transparent and relevant, identifies non-compliance, and leads to corrective action. Our Practice Reviews increase conformance to standards and technical competence.				

KPI	Metrics	Justification	Target	Measurement
I&D Process Effectiveness	<p>Percentage of Files Closed Before Disciplinary Hearing Occurs.</p> <p>Of the files that proceed to the discipline stage, the number of files that are closed before a disciplinary hearing is convened divided by the total number of files that have been closed via disciplinary action.</p>	A measure of both efficiency and quality. The disciplinary hearing stage is often one of the longer components in the resolution process.	90%	Quarterly
	<p>Percentage of Disciplinary Orders Successfully Appealed.</p> <p>The number of successfully appealed Disciplinary Orders divided by the total number of Disciplinary Orders issued.</p>	This is an indicator of the quality of the process. Successful appeals indicate that the grounds for disciplinary action were not fully established.	TBC	Annual
	<p>Time Taken for 'Priority 1' Files to be Investigated.</p> <p>Of the 'Priority 1' files where an investigation is authorized by the Investigation Committee, the time taken from the opening of the file to the point where the Investigation Committee issues a decision at the conclusion of the investigation stage of the process.</p>	Priority 1 files represent (on balance) cases that pose a higher risk to the public or the environment and which are often more complex. Files to be tracked to fixed point (IC decision) as this process is generally within EGBC's control, additionally already have metric regarding discipline files.	TBC	Annual
Outcome: Our Investigation & Discipline (I&D) processes are carried out in a timely and high-quality manner.				

KPI	Metrics	Justification	Target	Measurement
Enforcement Process Effectiveness	Intake and Investigation Efficiency % of investigations of high-risk files that are completed within target timeframe, measured from the point of intake to the point at which the 'standard letter procedure' or the 'alternative file handling strategy' begins.	This is a measure of the efficiency with which files that pose the greatest risk to the public are investigated and a course of action to pursue compliance is taken.	80%	Quarterly
	Percentage of Compliers The number of files found in compliance after the Annual Non Compliance Monitoring is conducted, divided by the total number of files that undergo Annual Non-Compliance Monitoring.	This is an indicator of the quality of the process. A large % of compliers implies that the process has served both to remediate the issue, as well as act as a deterrent from future reoffence	75%	Quarterly
Outcomes: Our Enforcement processes are carried out in a timely and high-quality manner				

KPI	Metrics	Justification	Target	Measurement
OSPG Audit Result	OSPG Audit Score This score will depend on the audit outcome.	The OSPG is responsible for establishing and administering policy under the Professional Governance Act. A positive audit score indicates that the organization is meeting the Standards of Good Regulation.	TBC	Annual
Outcome: The OSPG audit illustrates that we meet all the Standards of Good Regulation as defined by the OSPG.				

ORGANIZATIONAL SUSTAINABILITY

KPI	Metrics	Justification	Target	Measurement
Resource Balance	Employee to Vacancy Ratio* The number of current FTE staff divided by the number of current FTE staff plus the number of unfilled FTE staff positions.	Indicates the extent to which the organization has the necessary staff to meet its regulatory mandate.	90%	Quarterly
	Volunteer to Vacancy Ratio* The number of filled volunteer positions on statutory committees divided by the number of filled volunteer positions on statutory committees plus the number of unfilled positions on statutory committees.	Indicates the extent to which the organization has the necessary volunteers to meet its regulatory mandate.	95%	Quarterly
	Statutory Committee Term Length* % of statutory committee members whose term lengths fall into following categories: <ul style="list-style-type: none"> • 0-3 years • 4-6 years • 7-9 years • 9+ years 	Using the Term Length Policy as a benchmark, this metric provides insight as to the turnover of committee members, and how well the committees are resourced now and into the future.	TBC	Quarterly
Financial Health	Financial Health Index Ratio of revenues to expenditures.	This is a key measure of the organization's ability to meet its financial obligations, and is an appropriate target for a non-profit	1.05 – 1.09	Annual
Outcomes: The organization has the human and financial resources to meet its mandate.				

PEOPLE & CULTURE

KPI	Metrics	Justification	Target	Measurement
Volunteer Engagement	Volunteer Engagement Score A score based on combining the ratings from three questions in a survey of volunteers: <ul style="list-style-type: none"> • I feel my volunteer work is appreciated by EGBC • I would recommend volunteering at EGBC to other professionals • EGBC meets my needs and expectations as a volunteer. Scores range from 20 - 100	Scores on this measure are highly correlated with intentions to continue volunteering and interest in taking on more senior volunteer positions. Volunteers with scores of 80 or higher will show a particularly strong commitment to the organization.	Score of 80+	Annual
Staff Engagement	Staff Engagement Score A score based on combining the ratings on three questions in a staff survey <ul style="list-style-type: none"> • I feel my contribution to EGBC is valued • I would recommend EGBC to a friend as a great place to work • I am motivated to do more than what is normally required for my job. Scores range from 20 - 100	This is a well-validated of measure of staff engagement. Staff with engagement scores of 80 or higher will show a particularly strong commitment to the organization.	Score of 80+	Annual
Outcome: Our volunteers and staff are committed to the organization and inspired to contribute to its success				

INTERESTED PARTIES

KPI	Metrics	Justification	Target	Measurement
Public Trust	<p>Public Trust Score</p> <p>A score derived from a survey of BC residents in which they rate the extent to which they rate EGBC on four components: effectively regulating the professions; instilling confidence in the public; being fair and impartial; putting the public's safety first. Scores can range from 20 - 100.</p>	<p>Require high levels of public trust to be effective regulator. Public trust is highly correlated with public support for the organization's role as a regulator.</p> <p>Members of the public with trust scores of 80 will show particularly strong support for the organization's role as a regulator.</p>	Score of 80+	Annual
Registrant Trust	<p>Registrant Trust Score</p> <p>A score has been developed based on five components: transparency; fairness; responsiveness; reliability; accountability. Scores can range from 20 - 100.</p>	<p>Without high levels of trust, registrants will not consider the organization's processes, procedures, and decisions as credible. Registrants with trust scores of 80 or higher show particularly strong support for the organization.</p>	Score of 80+	Annual
Outcomes: Interested Parties have a high level of trust in the organization, and therefore are confident that it can deliver on its mandate.				

INTERNAL BUSINESS SYSTEMS

KPI	Metrics	Justification	Target	Measurement
Progress re: Internal Business Systems	<p>Internal Business System Audit Progress Score</p>	<p>The organization needs to identify what its internal business systems are. It can then develop metrics to measure and track performance.</p>	TBC	Quarterly
Outcome: We have efficient business systems and effective business processes				

SOCIAL RESPONSIBILITY

KPI	Metrics	Justification	Target	Measurement
Progress re: Action on Climate Change	Climate Change Project Progress Score	The organization's strategy for climate change has been finalized. Specific metrics will be developed as we implement the strategy.	3/3	Quarterly
Progress re: Equity, Diversity & Inclusion (EDI)	EDI Project Progress Score	The organization's EDI strategy hasn't been finalized. Specific metrics will be developed once the strategy is finalized.	3/3	Quarterly
Progress re: Truth & Reconciliation	Truth & Reconciliation Project Progress Score	The organization's strategy Truth & Reconciliation strategy hasn't been finalized. Specific metrics will be developed once the strategy is finalized.	3/3	Quarterly
<p>Outcomes: We are committed to addressing climate change issues organizationally and as related to the practices of engineering and geoscience. We are committed to promoting EDI within the organization and among registrants. We are committed to supporting reconciliation with Indigenous Peoples.</p>				



OPEN SESSION

ITEM 3.6

DATE	February 20, 2026
REPORT TO	Board for Information
FROM	Heidi Yang, P.Eng., FEC, FGC (Hon.), Chief Executive Officer
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 December 5, 2025 meeting of the Board.
Motion	No motion required.

1. ICRA PROJECTS UPDATE

The **Enhancing Credentials Recognition Admissions Comprehension Project** has reached a major milestone. On January 30, 2026, twenty-one [Registration and Reinstatement Policies](#) have been published on the Engineers and Geoscientists BC website. These core admissions policies underwent a review by the Credentials Committee and were approved to be made public facing in an effort to increase transparency and awareness of admissions requirements. An update will be provided at the next Board meeting to report on the work being done to improve the design and content of registration-related information on the website.

Work is also progressing with the **Enhancing Administrative Fairness Project**. Engineers and Geoscientists BC has secured the services of vendors to provide the content and develop the specialized learning module intended to be administered to Statutory Committee members and staff on the principles of administrative fairness. The project is on track for completion at the end of March 2026.

2. INDUCTION CEREMONY

On February 10, we hosted our largest Induction Ceremony to date at the Vancouver Convention Centre, welcoming 241 inductees along with their guests. This year, the event took place earlier in the day to better accommodate families with young children and give inductees more time for post-ceremony celebrations. We also had registrant volunteers

assist with the execution of the event for the first time. Our ongoing efforts remain focused on aligning the ceremony's content with our regulatory mandate and improving the experience for inductees.

We are grateful to deepen our connection with the Squamish Ocean Canoe Family, who have generously welcomed us to their lands, joined by 4 people from their family. This reflects our ongoing commitment to Truth and Reconciliation and serves as an important reminder of this dedication to all our inductees.

3. IRON RING CEREMONIES

Engineers and Geoscientists BC has been invited to the iron ring ceremonies in Prince George (Camp 28), Kelowna (Camp 26), Victoria (Camp 23) and Vancouver (Camp 5). These are great opportunities to engage with students graduating from engineering programs and promote the importance of licensure, professionalism, and encourage registration. It is also an opportunity to demonstrate the strong connection between the obligation of the iron ring and the oath that these students will take when they receive their professional designation.

We will have our booth on site at Camp 5's (Vancouver) ceremony on April 1st, offering details about our role as a regulator and showcase programs designed to support applicants and registrants, including our mentoring and student initiatives. We will also provide information about the EIT program and guidance on how to register with us. This will be a captive audience of 1000+ graduating students who will be future registrants of Engineers and Geoscientists BC.

4. ENGINEERS CANADA UPDATE

Engineers Canada's Board met on December 8, 2025, virtually.

Highlights include:

- Recommendation that the 2028 Per Capita Assessment Fee would be at \$12 per Registrant (increase of \$1). (**Note that the EGBC Board will have a motion at the April meeting regarding this fee in preparation for the meeting of Members in May 2026.**)
- **Julius Pataky**, longtime volunteer of Engineers and Geoscientists BC, will be the next Chair of the Canadian Engineering Accreditation Board (CEAB)
- Renewal and Approval of the "Research, Development and Innovation" and "The Role of Engineers in Federal Procurement" National Position Statements

In addition, the Engineers Canada Board is conducting a governance review to modernize their Board governance. Round 2 consultations have been completed, including consultation with Engineers and Geoscientists BC's Chair, Vice Chair, Past Chair, CEO and COO. These consultations included sharing draft recommendations like a governance charter, adopting a competency-based board, and alternate models for EC Board structure and size. A total of 14 recommendations were shared. It is the intention of Engineers Canada to present the final recommendations at our April Board meeting as a motion to approve these recommendations will be put in front of the Meeting of Members in May.

5. GEOSCIENTISTS CANADA UPDATE

Geoscientists Canada's Board met on January 29, 2026.

Highlights include:

- Development of their 2026 Work Plan that will include awareness/advocacy focused actions, and facilitating alignments between regulators
- Revision of Terms of Reference for Award Submissions to allow nominees from GC Board approved advocacy organizations (like BCSEG)