



**AGENDA**

204<sup>th</sup> ENGINEERS CANADA BOARD MEETING

October 2, 2020 | 10:00am – 6:00pm

Virtual delivery - Zoom

Please refer to the [Board Policy Manual](#) and [Bylaw](#)

<b>1.</b>	<b>OPENING</b>
	<p><b>1.1 Call to order and approval of agenda</b> – J. Boudreau  <i>THAT the agenda be approved and the president be authorized to modify the order of discussion.</i></p>
	<p><b>1.2 Declaration of conflict of interest</b> (attachment page 4 to 5)</p>
	<p><b>1.3 Review of previous Board meeting</b> – J. Boudreau (attachment page 6 to 7)</p> <ul style="list-style-type: none"> <li>a) Action item list</li> <li>b) Board attendance list</li> </ul>
<b>2.</b>	<b>EXECUTIVE REPORTS TO THE BOARD</b>
	<p><b>2.1 President’s report</b> – J. Boudreau (attachment page 8 to 9)</p>
	<p><b>2.2 CEO update</b> – G. McDonald (verbal)</p>
	<p><b>2.3 Q2 Interim Strategic Performance Report to the Board and updates from CEAB and CEQB</b> – G. McDonald, B. Dony, M. Mahmoud (attachment page 10 to 31)</p>
	<p><b>2.4 CEO Group report</b> – K. King (attachment page 32 to 37)</p> <ul style="list-style-type: none"> <li>a) May meeting presentation slides</li> <li>b) Verbal update from the October meeting to be provided onsite</li> </ul>
	<p><b>2.5 President’s Group report</b> – M. Sterling (attachment page 38 to 43)</p> <ul style="list-style-type: none"> <li>a) May meeting presentation slides</li> <li>b) Verbal update from the October meeting to be provided onsite</li> </ul>
<b>3.</b>	<b>CONSENT AGENDA</b>
	<p>Board members may request that an item be removed from the consent agenda for discussion.  <i>THAT the consent agenda motions listed below (3.1 to 3.3) be approved in one motion.</i></p>
	<p><b>3.1 Approval of minutes</b> (attachment page 44 to 58)</p> <ul style="list-style-type: none"> <li>a) <i>THAT the minutes of the May 22, 2020 Board meeting be approved as presented.</i></li> <li>b) <i>THAT the minutes of the June 15, 2020 Board meeting be approved as presented.</i></li> <li>c) <i>THAT the decision of the August 7, 2020 in-camera Board meeting be approved, as recorded (confidential attachment, sent separately).</i></li> </ul>
	<p><b>3.2 Confirmation of motions approved electronically</b> (attachment page 59 to 72)</p> <ul style="list-style-type: none"> <li>a) <i>THAT motion 5838, as electronically approved by the Board, be confirmed.</i></li> <li>b) <i>THAT motions 5846 and 5847, as electronically approved by the Board, be confirmed.</i></li> </ul>
	<p><b>3.3 National position statement</b> (attachment page 73 to 80)  <i>THAT the new national position statement “Professional practice in cyber security” be approved.</i></p>
<b>Break – 15 minutes</b>	

<b>4.</b>	<b>BOARD BUSINESS/REQUIRED DECISIONS</b>
	<b>4.1 2021 draft budget</b> – D. Gelowitz (attachment page 81 to 107)
	<b>4.2 CEAB draft work plan</b> – B. Dony (attachment page 108 to 110)
	<b>4.3 CEQB draft work plan</b> – M. Mahmoud (attachment page 111 to 117)
	<p><b>4.4 Policy updates</b> – N. Hill (attachment page 118 to 132)  <i>THAT the Board, on recommendation of the Governance Committee, approve:</i></p> <ul style="list-style-type: none"> <li>a) <i>the revisions to Policy 6.4, Finance, Audit and Risk (FAR) Committee terms of reference</i></li> <li>b) <i>the new Policy 7.12, Net assets</i></li> <li>c) <i>rescinding Policy 7.6, Reserve funds</i></li> </ul>
	<p><b>4.5 Finance, Audit, and Risk Committee work plan</b> – D. Gelowitz (attachment page 133 to 137)  <i>THAT the Board approve the 2020-2021 Finance, Audit and Risk Committee work plan.</i></p>
	<p><b>4.6 Governance Committee work plan</b> – N. Hill (attachment page 138 to 142)  <i>THAT the Board approve the 2020-2021 Governance Committee work plan.</i></p>
	<p><b>4.7 Human Resources Committee work plan</b> – D. Lynch (attachment page 143 to 146)  <i>THAT the Board approve the 2020-2021 Human Resources Committee work plan.</i></p>
	<p><b>4.8 Operational imperative 7: Managing risks and opportunities associated with mobility of work and practitioners internationally</b> - G. McDonald (attachment page 147 to 163)  <i>THAT the Board approve the proposed sub-strategy for Operational imperative 7, on recommendation of the CEO.</i></p>
	<p><b>4.9 Engineers Canada scholarship program</b> – G. McDonald (attachment page 164 to 177)  <i>THAT the Board approve the recommendations from the scholarship program review, on recommendation of the CEO.</i></p>
	<p><b>4.10 Director technology allowance</b> – D. Chui (attachment page 178 to 179)  <i>THAT the Board approve a technology allowance of up to a maximum \$300 for each Board director per year, and that the Governance Committee incorporate this allowance in their upcoming review of policy 7.1 Board, committee, and other volunteer expenses, upon recommendation of the president-elect.</i></p>
<b>LUNCH - 1 HOUR</b>	
<b>5.</b>	<b>REPORTS TO THE BOARD</b>
	<b>5.1 CEAB</b> – B. Dony (slides)
	<b>5.2 FAR Committee</b> – D. Gelowitz (slides)
	<b>5.3 Risk register</b> – D. Gelowitz (attachment page 180 to 196)
	<b>5.4 Governance Committee</b> – N. Hill (slides)
	<b>5.5 HR Committee</b> – D. Lynch (slides)
	<b>5.6 Board’s 30 by 30 Champion</b> – J. Dunn (slides)
	<b>5.7 Annual advocacy report</b> – G. McDonald (attachment page 197 to 200)

<b>6.</b>	<b>OTHER BUSINESS</b>	
<b>7.</b>	<b>NEXT MEETINGS</b>	
	<b>7.1. Board meetings</b>	
	<ul style="list-style-type: none"> <li>• December 7, 2020 (Hybrid – Virtual and Ottawa, ON)</li> <li>• February 22-24, 2021 (Hybrid - Virtual and Ottawa, ON)</li> </ul>	<ul style="list-style-type: none"> <li>• April 7, 2021 (Virtual)</li> <li>• May 26-29, 2021 (Halifax, NS)</li> </ul>
	<b>7.2. Committee meetings</b>	
	<ul style="list-style-type: none"> <li>• FAR Committee: October 20, 2020 (Virtual)</li> <li>• FAR Committee: November 10, 2020 (Virtual)</li> <li>• Governance Committee: November 17, 2020 (Virtual)</li> <li>• FAR Committee: December 1, 2020 (Virtual)</li> <li>• HR Committee: December 8, 2020 (Hybrid)</li> <li>• Strategic Plan Task Force: December 8, 2020 (Hybrid)</li> </ul>	<ul style="list-style-type: none"> <li>• FAR Committee: February 25, 2021 (Ottawa)</li> <li>• Governance Committee: March 3, 2021 (Virtual)</li> <li>• FAR Committee: March 17, 2021 (Virtual)</li> <li>• HR Committee: March 29, 2021 (Virtual)</li> <li>• FAR Committee: May 12, 2021 (Virtual)</li> </ul>
<b>8.</b>	<b>IN-CAMERA SESSIONS</b>	
	<b>8.1. Board members, direct reports, CEO advisor and staff</b> <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board directors, the Engineers Canada CEO, the chairs of the CEAB and CEQB, the CEO Group advisor to the Board, the secretary and the governance administrator.</i>	
	<b>8.2. Board members and CEO</b> <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board directors and the Engineers Canada CEO.</i>	
	<b>8.3. Board members only</b> <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board directors.</i>	
<b>9.</b>	<b>CLOSING</b> (motion not required if all business has been completed)	

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## Board support document

### Conflicts of interest

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

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

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

Conflicts of interest exist if a director’s decision could be, or could appear to be, influenced. *It is not necessary that influence actually takes place.* In cases where directors are in an actual, perceived, or potential conflict of interest, they are required to disclose the conflicting interest to the Board<sup>1</sup> or, in the case where membership approval is sought, to the members,<sup>2</sup> as well as abstain from voting.

### Handling conflicts of interest

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

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

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

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

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

- Would I, or anyone associated with me benefit from, or be detrimentally affected by my proposed decision or action?
- Could there be benefits for me in the future that could cast doubt on my objectivity?
- Do I have a current or previous personal, professional, or financial relationship or association of any significance with an interested party?

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<sup>1</sup> Section 141(1) and (2) of the CNCA

<sup>2</sup> Section 141(9)(a) of the CNCA

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

What perceptions could others have?

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

### **Step 3 – Is the duty to disclose triggered?**

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

Disclosure must be made of the nature and extent of the interest that you have in the contract or transaction (or proposed contract or transaction).<sup>4</sup> The limited case law dealing with the nature and scope of the disclosure required by a conflicted director suggests that disclosure must make the other directors fully informed of the real state of affairs (e.g. what your interest is and the extent of the interest).<sup>5</sup> It will rarely suffice to simply declare that you have a conflict of interest.

### **Step 4 – What next?**

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

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3 Section 141(1) of the CNCA

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

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

6 Section 141(5) of the CNCA

**Engineers Canada Board of Directors action log**

	<b>Meeting date</b>	<b>Action</b>	<b>Responsible</b>	<b>Due date</b>	<b>Update</b>
1.	May 22, 2020	K. Reid to send reporting samples to the three presidents and the 2020-2021 Governance Committee.	K. Reid	None	Complete – circulated June 7
2.	May 22, 2020	Staff to provide detailed feedback on Board responsibility #3 to the Strategic Plan Task Force.	Staff	ASAP	Complete
3.	Apr 8, 2020	Staff to review the motion text related to audited statements prior to the 2021 meeting.	Secretariat	March 1, 2021	
4.	Feb 26, 2020	Staff to amend the CEO objectives document to shift planned and emergency succession plans for CEO to the organizational stability area of the objectives.	Staff	ASAP	Complete
5.	Feb 26, 2020	To ensure the motion is captured in the CEO objectives for 2020: a. HR Committee to discuss the addition of this activity to the 2020 CEO objectives with the CEO.	Staff, 2020-2021 HR Committee	2021 CEO objective development	Complete – the HR Committee, in consultation with the CEO, added “Initiate investigation of options for truth and reconciliation efforts to be incorporated into engineering undergraduate education in Canada, with appropriate consultation” to the 2020 CEO Objectives at their meeting on June 15.
6.	May 24, 2019	It was agreed that a multi-year budget requirement would be added to the Finance, Audit, and Risk Committee Terms of Reference, and that this item would appear in the Board’s action log.	Governance Committee	None	Complete - <i>Policy 4.1 Board responsibilities</i> references that the Board “ensures that annual operational plans and budgets are developed that specify the actions and resources necessary to achieve the strategic plan.”

Last updated: September 17, 2020		Kathy Baig	Maxime Belletête	Christian Bellini	Jean Boudreau	Victor Benz	Jeff Card	Danny Chui	Justin Dumm	Dwayne Gelowitz	Nancy Hill	Jeff Holm	Sudhir Jha	Tim Joseph	Carole Lamothe	David Lynch	Dawn Nebohin-Macek	Kelly Reid	Changis Sadr	Jane Tink	Richard Trimble	Nicolas Turgeon	Mike Wrinch	Chris Zinck
<b>Board Meetings</b>																								
June 15, Virtual	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✓	✓
<b>CEAB</b>																								
June 6-7, Virtual			✓	✓	✓	✓						✓		✓		✓	✓							
<b>CEQB</b>																								
July 31, Virtual										✓								✓						
<b>FAR Committee</b>																								
June 15, Virtual			✓					✓			✓		✓					✓						✓
August 14, Hybrid			✓	✓		✓		✗			✓		✓	✓			✓	✓			✓			✓
<b>Governance Committee</b>																								
June 15, Virtual		✓			✓		✓			✓					✓					✗				
September 9, Virtual		✓		✓	✓		✓			✓					✓		✓			✓				
<b>HR Committee</b>																								
May 23, Virtual				✓			✓								✓	✓	✓							
June 15, Virtual				✓			✓								✓	✓	✓							
September 17, Virtual				✓			✓								✓	✓	✓							
<b>Strategic Plan Task Force</b>																								
June 11, Virtual	✓			✓		✓	✓								✓			✓					✓	
July 16, Virtual	✓			✓		✗	✓								✓								✓	
September 10, Virtual	✓			✓		✓	✓								✗			✓					✓	

- Attendance Required  ✓
- Attendance Not Required  ✓
- Attendance for Partial Meeting  ✓
- Attendance required, regrets  ✗

**President's Report**  
**May 24, 2020 to August 30, 2020**

May 23 – HR Committee meeting (virtual)

May 26 – First of weekly calls with CEO

May 27 – Affinity Ad Hoc Committee conference call

June 3 - CACEI Washington Accord discussion with ABET delegation

June 6–7 – CEAB Meeting – virtual

June 10 – APEGNB Council Meeting (virtual)

June 11 – Strategic Plan Task Force webinar

June 12 – PEGNL AGM (virtual)

June 17 - IEA Pre-Meeting Skype Meeting

Meeting with CEAB Chair Luigi Benedicenti, CEO Gerard McDonald, and staff members Stephanie Price, Beryl Strawczynski, and Mya Warken to discuss the agenda, materials, and voting at the International Engineering Alliance meetings.

June 22–26 – IEA (International Engineering Alliance) Meetings (virtual)

The International Engineering Alliance is the umbrella organization for seven international agreements and comprises 41 jurisdictions within 29 countries. These agreements establish and enforce bench-marked standards for engineering education and expected competence for engineering practice. A full report on the meetings was produced by staff and provided to the Board by CEO Gerard McDonald.

July 6–10 – Called (7) Engineers Canada Awards winners to congratulate

July 13 – communicated with final award winner by email

These calls were arranged to personally congratulate the award winners since the usual presentations were not done due to COVID-19. Although the winners have been invited to the 2021 event, we wanted to acknowledge their contributions in a timely fashion. This, I believe, was the first time a president made this type of call, and, although I would have preferred to be able to do it in person, the truth is I probably had more of a conversation with each of them than I would have been able to do at the awards presentation.

July 16 – Strategic Plan Task Force webinar

Final preparations for the Board Workshop to be held August 13-14.

July 20 – Affinity Advisory Committee conference call

August 3–7 – NSPE Conference – did not attend

Engineers Canada President typically attends the National Society of Professional Engineers Conference, but it was held as a virtual event for members only.

August 13–14 – Participated in Board Workshop (hybrid of in-person/virtual)

August 13 – 3P and staff meeting for October Board meeting agenda

The 3 P's and staff met to finalize the agenda for the October Board meeting.



August 14 – Strategic Plan Task Force meeting

The task force met following the conclusion of the Board Workshop to discuss the outcomes of the discussion and confirm the next steps to be taken.

August 14 – Attended FAR Committee meeting

August 26–29 – NCEES Annual Meeting – did not attend

Engineers Canada President typically attends the National Council of Examiners for Engineering and Surveying Annual Meeting (scheduled to be held in Chicago) but it was held as a virtual event for members only.

## BRIEFING NOTE: For information

<b>Q2 interim strategic performance report to the Board</b>		<b>2.3</b>
Purpose:	To provide an interim report on the progress against the strategic plan.	
Link to the strategic plan:	Board Responsibility #1: Hold itself, its directors, and its direct reports accountable	
Prepared by:	Gerard McDonald, Chief Executive Officer Mahmoud Mahmoud, Chair, CEQB Bob Dony, Chair, CEAB	
Presented by:	Gerard McDonald, Chief Executive Officer	

### Background

In June 2018, the Board began work on a performance reporting template to be used to provide updates on Engineers Canada's progress against the strategic plan. That work concluded at the September 2018 workshop, with the following decisions made:

- Interim performance reports to be provided by the CEO and chairs of the CEAB and CEQB at the May, October, and December Board meetings
- Annual performance report to be provided to the Board in February and to the Members in May
- The CEO and chairs of CEAB and CEQB to provide their assessment of the probability of achieving the intended outcomes for each strategic priority and operational imperative as defined in the strategic plan, by the end of the strategic plan period (2021)
- Comments are required for any item with a probability of achievement below 90 per cent
- A single page scorecard with supporting pages for each strategic priority and operational imperative to be provided
- The Board would challenge the CEO and chairs, focusing on the exception areas (where confidence is below 90 per cent)
- Reporting templates and process to be adapted and improved based on our experience with their use

At the February 2020 meeting, the Board requested an enhancement to the report to include metrics or key performance indicators. This work will be done by staff in the later part of 2020 and into 2021 so that the reporting template for the 2022-2024 strategic plan will include the requested level of detail.

### Status update

- This interim performance assessment report covers Q2 of 2020 (April 1 - June 30, 2020).
- It was prepared by the CEO and the chairs of the CEAB and CEQB, with support from staff.
- Three strategic priorities are reporting disruptions this quarter.
  - *SP1 Accreditation Improvement Program* is reporting that while the annual objectives are on track, the new accreditation management software (Tandem) will launch with the fall accreditation visits in 2021, not 2020. This delay is largely due to challenges with resourcing on the vendor's side. The work on volunteer management is also delayed due to lack of human resources.
  - *SP2 Accountability in Accreditation* is reporting that the annual objectives are suffering some disruption. The annual objectives are not in alignment with academic years, which run from September to June. As a result, although the assessment framework launched in June of this year (as originally foreseen in the strategic plan), all data will not be gathered until June 2021. Improvements can only be identified and

implemented after this date – not in 2020. It is anticipated that the strategic outcomes will still be achieved by the end of the strategic plan period.

- SP4 *Competency-Based Assessment Project* is delayed due to COVID-19. The regulators will not be ready to launch in 2020 due to lack of their resources. The project is therefore delayed and will be completed in Q2 2021. The project remains on budget and all strategic outcomes will be met.
- Reports on Q3 and Q4 will be provided at the December 2020 and May 2021 Board meetings, respectively.

### **Next steps**

As directed by the Board, possible actions include:

- Changes to report formatting or process
- Clarification of progress to date
- Changes in implementation and/or operationalization within the member-approved strategic plan


### **Appendices**

- The Q2 interim strategic performance report is attached.


## Interim performance report: Q2 2020

Strategic priorities	Q1		Q2		Q3	
	Annual objectives	Strategic outcomes	Annual objectives	Strategic outcomes	Annual objectives	Strategic outcomes
SP1 Accreditation Improvement Program	█████ >	█████	█████ █████	█████		
SP2 Accountability in accreditation	█████ █████	█████	█████ █████	█████		
SP3 Recruitment, retention, and professional development of women in the profession	█████ █████	█████	█████ █████	█████		
SP4 Competency Based Assessment Project	█████ █████	█████	█████ █████	█████		
<b>Operational imperatives</b>						
OP1 Accreditation	█████ █████	█████	█████ █████	█████		
OP2 Regulator relationships	█████ █████	█████	█████ █████	█████		
OP3 Services and tools (QB and NMDB)	█████ █████	█████	█████ █████	█████		
OP4 National programs (affinity, devolving PIEVC, and IRP)	█████ █████	█████	█████ █████	█████		
OP5 Advocating to the federal government	█████ █████	█████	█████ █████	█████		
OP6 Monitoring, researching, and advising	█████ █████	█████	█████ █████	█████		
OP7 International mobility	█████ █████	█████	█████ █████	█████		
OP8 Promotion and outreach	█████ █████	█████	█████ █████	█████		
OP9 Diversity	█████ █████	█████	█████ █████	█████		
OP10 Protecting official marks	█████ █████	█████	█████ █████	█████		

Scoring	
Assessment of the progress of the <b>annual objectives</b> :	Assessment of the probability of achieving the intended <b>strategic outcomes</b> by the end of the strategic plan period:
<ul style="list-style-type: none"> <li>✓ 100% (i.e. all objectives have been achieved)</li> <li>█████ 90 to 100% of the initiatives are on track</li> <li>█████ 70 to 89% of the initiatives are on track</li> <li>█████ Some disruption; close monitoring required. 50 to 69% of the initiatives are on track</li> <li>█████ Significant disruption; close monitoring required. The majority of the initiatives are not on track</li> <li>&gt; Obstacles being encountered that put progress and success at risk; corrective action required</li> </ul>	<ul style="list-style-type: none"> <li>✓ 100% (i.e. the outcomes have been achieved)</li> <li>█████ 90 to 99% probability of achieving the intended outcomes</li> <li>█████ 80 to 89% probability of achieving the intended outcomes</li> <li>█████ 70 to 79% probability of achieving the intended outcomes</li> <li>█████ 60 to 69% probability of achieving the intended outcomes</li> <li>&gt; Less than 60% probability of achieving the intended outcomes</li> </ul>

**SP1: Accreditation Improvement Program**Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 4 (highest)

**Intended outcomes:**

- Improved performance of the accreditation management process.
- Improved performance of the Enrolment and Degrees Awarded Survey process.
- Improved stakeholder consultation process associated with accreditation management and Enrolment and Degrees Awarded Survey processes.
- Improved user experience(s) associated with accreditation management and the Enrolment and Degrees Awarded Survey. This includes both operationally and for those stakeholders directly involved in these processes.
- Improved reliability of accreditation and the Enrolment and Degrees Awarded Survey.
- Users are enabled to more quickly adopt changes to the accreditation management and Enrolment and Degrees Awarded Survey Processes.
- Sustainable methods are established to ensure ongoing operational continual improvement.

**2020 Objectives:**

- Initiate configuration and testing of our accreditation management system (Tandem) considering the needs of HEIs and Engineers Canada.
- Plan the transition of the accreditation management system by higher education institutions (HEIs), CEAB, and Engineers Canada.
- Design, build, and plan implementation of improvements to Engineers Canada's accreditation volunteer management process, ensuring alignment to the Engineers Canada's volunteer management process.
- Incorporate improvements to the 2020 Enrolment and Degrees Awarded Survey (EDAS) from the 2019 survey cycle

**Achievements in Q1:**

- Initiated discovery and configuration of Tandem with Armature (our vendor) to meet accreditation needs.
- Released the 2018 *Canadian Engineers for Tomorrow* report using data collected using Tandem for the first time.
- Collaborated with leadership at Engineering Deans Canada to configure improvements to the 2020 Enrolment and Degrees Awarded survey cycle.
- Initiated conversation about the deferral of the planned 2020 launch of Tandem for accreditation visits and decisions, given vendor delays and disruption due to Covid-19 at HEIs.

**Achievements in Q2:**

- Discovery with Armature continued in order to define the functioning of the data management system

**Comments:**

The new accreditation management software (Tandem) will not launch with the fall accreditation visits in 2020. This delay is largely due to challenges with resourcing on the vendor's side, and the need for extra time in discovery to ensure that the final product achieves all required outcomes. This stage is expected to be finalized in Q3 such that the system and its training can launch in 2021.


Work on the volunteer management process remains on hold due to lack of resources from human resources.

## SP2 Accountability in accreditation

Accountability: CEAB

Weight: 4 (highest)

Annual Objectives: 

Strategic Outcomes: 

### Intended outcomes:

- The criteria established by the Accreditation Board are data-driven, reflect the requirements of the regulators, and support excellence in engineering education.
- Engineering regulators are provided with annual, data-driven reporting that demonstrates that the CEAB measures transparency and effectiveness, enabling clarity of conversations around potential improvements and changes.
- Higher education institutions:
  - Understand and recognize that the CEAB is taking them through a structured, rigorous, and fair process.
  - Feel supported in their efforts to incorporate educational innovation into their programs in a timely manner.
  - Report greater knowledge and predictability of accreditation visits and decisions, and satisfaction with the Accreditation Board's collaborative approach to change.

### 2020 Objectives:

- A first annual measurement of the accreditation system is conducted, based on the process established in 2019.
- Results of the first measurement cycle are communicated to all stakeholders, including both quantitative and qualitative measures.
- Both the measures and the measurement process itself are reviewed, refined, and updated based on lessons learned and feedback from stakeholders.
- (2019 objective) The issue of the required number of AUs is addressed to the satisfaction of all stakeholders, based on data and collaboration with all stakeholders.
- (2019 objective) Assessment process to assess transparency and effectiveness of accreditation system is completed

### Achievements in Q1:

- At their February 8 meeting, the CEAB approved a recommendation for the Engineers Canada Board to reduce the number of AUs from 1,950 to 1,850. While the reduction is appreciated by the Engineers Deans Council (EDC) they expressed a preference for 1,800 AUs. The recommendation will be discussed at the May 2020 Board meeting.
- In March 2020 the Accountability in Accreditation committee finalized the evaluation framework and launched the implementation of the annual measurement process. Data collection will begin in June with communication to all affected stakeholders continuing through Q1 and Q2.

### Achievements in Q2:

- The CEAB approved the evaluation framework on June 6, 2020 and data collection launched on June 25, 2020.
- An update on this work was communicated to all stakeholders in the June 30, 2020 *AIP Update*.

### Comments:


There is some disruption to the achievements of the annual objectives due to the fact that the objectives are not in alignment with academic years, which run from September to June. As a result, although the assessment framework will launch this year (as originally foreseen in the strategic plan), all data will not be gathered until June 2021. Improvements can only be identified and implemented after this date—not in 2020. The strategic outcomes are still likely to be achieved by the end of the strategic plan period.

## SP3 Recruitment, retention, and professional development of women in the profession

Accountability: CEO

Weight: 4 (highest)

Annual Objectives: 

Strategic Outcomes: 

### Intended outcomes:

- A national program with high visibility among targeted stakeholders.
- Engineering regulators are provided the opportunity to fully participate in the program.
- Barriers to entry and retention for women in the profession are understood and mechanisms for addressing them are developed to be applied both nationally and with regulators in their provinces and territories.

### 2020 Objectives:

- All Engineers Canada Board members and staff have equity, diversity and inclusion training.
- All remaining HEIs approached by our President to participate on 30 by 30 network by end of 2020.
- Publish best practice report on regulators' EIT/MIT programs, licensure assistance programs, and employer awareness programs on Engineers Canada's public website.
- Publish, for the use of the Board and the regulators, an aspirational scorecard for 30 by 30 with yearly targets.
- 30 by 30 network is expanded to include all HEIs.
- Engineers Canada explores the development of an equity, diversity, and inclusion training module that is available to regulators.

### Achievements in Q1:

- Diversity and inclusion training workshop for the Board, CEO Group, and Presidents has been scheduled for fall 2020. EngiQueers will be the provider of this training.
- All 30 by 30 working groups met via teleconference (i.e., K-12, Post-secondary, Early Career, Industry). Work included: K-12 working group developing final draft of 30 by 30 outreach guideline; and Industry working group expanding to include representatives from CBCL, SNC Lavalin and Suez.
- A date in April 2020 and an agenda were set for the 30 by 30 Champions annual in-person meeting. However, due to COVID-19, this meeting has been postponed to Q4 2020.

### Achievements in Q2:

- One key aspect of recruiting and retaining women in the engineering profession is increasing the visibility of role models in engineering and recognizing the significant contributions women engineers make. International Women in Engineering Day (INWED), June 23, was a day to raise the profile of women in engineering and highlight the important contributions that women make in their communities through their engineering work. The theme of INWED 2020 was #ShapeTheWorld. Engineers Canada chose to shine the [spotlight](#) on women in engineering who have marshalled their skills and resources to help Canada overcome the unprecedented challenges posed by the pandemic.
- All 30 by 30 working groups met via teleconference (i.e., K-12, Post-secondary, Early Career, Industry). Work included discussion on the impact of COVID-19 on outreach to young girls; sharing best practices for online engagement; discussion on the gendered impact of COVID-19 on female academics and graduate students; presentation by Shivani Nathoo, EIT, on her journey as an engineering leader and gender equity at the University of Toronto; and discussions on national research projects to track the impact of COVID-19 on women in engineering.
- The 30 by 30 Champions annual in-person meeting 30 by 30 has been cancelled due to COVID-19.

**Comments:**

Due to the COVID-19 disruption, some Q2 milestones could not be achieved. Mitigation plans have been put in place.


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## SP4 Competency Based Assessment (CBA) project

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 2

### Intended outcomes:

- The administrative burden of processing applicants is reduced for regulator staff.
- Applicants have greater clarity regarding the engineering work experience requirement and how to report their work experience.
- Applicants and validators report greater confidence in their own assessments.
- Application processing resources are refocused on only those applicants requiring additional assistance.

### 2020 Objectives:

- Complete the project, fully bilingual, with the Canadian environment competencies included.
- The online competency-based assessment system is available in English and French.
- Project completion and closeout

### Achievements in Q1:


- Continued to hold biweekly conference calls.
- Signed addendum with EGBC (to include the Canadian Competencies – D9 & D10)
- Completed D3 and D5 deliverables (LMS and API work)
- Began to draft an inter-rater pilot plan and determine the parameters.
- Developed monitoring and evaluation framework.
- Planned to hold face to face meeting in April (now cancelled due to COVID-19)

### Achievements in Q2:

- Continued to hold biweekly conference calls.
- Continued to refine inter-rater pilot plan with participating regulators.
- Began work on translation of the Learning Management System with EGBC.

### Comments:

Due to availability issues concerning the regulators, it is anticipated that the competency-based assessment system will not launch in all jurisdictions until Q2 of 2021. This is a delay, as the project was anticipated to close in 2020. The project remains on budget, and the strategic outcomes are on track to be delivered by project end.

**OP1 Accreditation***Accountability: CEAB**Weight: 3*Annual Objectives: Strategic Outcomes: **Intended outcomes:**

- Ensure the Canadian accreditation process is credible in the eyes of regulators, higher education institutions (HEI), and engineering students to effectively and efficiently accredit Canadian undergraduate engineering programs.

**2020 Objectives:**

- Conduct accreditation business:
  - Visits to 4 HEIs from the 2019/2020 cycle and 10 HEIs from the 2020/2021 cycle
  - 74 program decisions rendered for Canadian undergraduate engineering programs (51 visits + 13 notices of significant change + 10 reports)
- Develop and maintain accreditation policies
  - General visitors report template
  - AU alternative (i.e. learning units)
  - New definition of engineering design
  - Overall document review in preparation for Tandem
  - Develop appropriate ways within the accreditation process to incorporate the goals of the 30 by 30 initiative
  - Review on-site materials documentation requirements
  - Respond to EDC's request regarding international exchanges and CEAB accreditation requirements
  - Respond to EDC's request regarding the Interpretive Statement on Licensure's clauses regarding restrictions on AU distributions
  - Study and make recommendations regarding the Terms of reference of the Policies & Procedures Committee (as per Recommendation #17 from the Nominations Task Force)

**Achievements in Q1:**

- Visits to 6 programs at 4 institutions. One visit to one program at one institution was impacted by COVID-19 school closures. Document review proceeded but meetings with faculty and staff were delayed and lab inspections were delayed to September 2020.
- Meet-and-greet between institutions receiving visits during the 2020/2021 visit cycle and their team chairs.
- On-site materials working group stood up with data collection, stakeholder consultation, and analysis under way.
- P&P and EDC agreed on a proposed recommendation to address EDC's concerns about the Interpretive Statement on Licensure's clauses regarding restrictions on AU distributions.
- Applied Engineers Canada's consultation process to existing accreditation practices to ensure alignment.

**Achievements in Q2:**

- Due to COVID-19, the Engineers Canada Board approved the deferral of all 2020/2021 accreditation visits by one year and the extension of all accreditation decisions by one year.
- A reduction of minimum number of accreditation units (AUs) from 1950 to 1850 was approved at the May meeting of the Engineers Canada Board.
- At the June 6 CEAB meeting, decisions were made regarding 51 programs at 13 institutions, and the recommendation to address EDC's concerns about restrictions on AU distribution was discussed.
- New working groups were struck to consider COVID-19 issues (virtual visits and student learning experiences) and other CEAB improvements (on site materials, 30 by 30 goals, consistency in accreditation decisions, terms of reference for the Policies & Procedures committee).

**Comments:**


The work of the CEAB related to accreditation decisions has been severely disrupted by COVID-19, and most visits have been deferred. Virtual visits will be conducted for 5 new programs in the 2020/2021 cycle. Staff and volunteers have re-focused their efforts on improvements to the accreditation process and all work on accreditation policies remains on track.

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## OP2 Regulator relationships

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 3

### Intended outcomes:

- Sustain a high level of trust, engagement, and commitment between and among the regulators.
- Facilitate the information exchange necessary to support a well-informed federation of regulators that is able to act proactively in the best interests of engineering regulation in Canada.
- Support and facilitate the work of the CEO Group and the National Officials Groups in the regulation of the profession.
- Make available training materials and content on ethics and professionalism for regulators' use in the development of their continuing professional development programs.

### 2020 Objectives:

- Enable networking opportunities for the regulator presidents within the context of regular Board meetings
- Support an orientation program about Engineers Canada for the regulator presidents, and other Engineers Canada and regulator staff and volunteers
- Support the CEO Group and their initiatives.
  - 4 meetings per year
- Support the national officials groups and their initiatives
  - 2 NAOG face-to-face meetings; 1 NDEOG face-to-face meeting; 1 NPOG face-to-face meeting
  - NAOG, NDEOG, NPOG: deliver current work plans, develop new work plans, participate in consultations
  - IT and Communications Officials: host teleconferences and share information as requested

### Achievements in Q1:

- Held NDEOG and NPOG teleconferences – discussions included: regular roundtable updates, our MOU, classes of licensure, certificate of authorization usage, and more.
- Updated CPD table (NPOG), circulated out of province lists (NDEOG) and national reference points document (NAOG).

### Achievements in Q2:


- Held virtual meetings of the NAOG, NPOG, and NDEOG.
- Distributed the annual survey (NDEOG), compiled research on classes of licensure and entity regulation (NPOG), updated national reference points (NAOG), and provided feedback to the CEQB work plan from all groups.
- Frequent CEO Group video calls were held to discuss effects of the pandemic and address ways to accommodate AGM requirements

### Comments:

## OP3 Services and tools for regulation, practice, and mobility

Annual Objectives: 

Accountability: CEO and CEQB

Strategic Outcomes: 

Weight: 3

### Intended outcomes:

- Enable the assessment of engineering qualifications:
  - Through the Qualifications Board, develop work products that enable the assessment of engineering qualifications (i.e., papers, model guides, and guidelines) and maintain examination syllabi, ensuring that both are timely and serve the needs of the regulators and applicants for licensure.
  - Provide research into emerging areas of practice in support of regulators in their decision making.
- Foster excellence in engineering practice and regulation:
  - Through the Qualifications Board, develop work products that foster excellence in engineering practice and regulation (i.e. papers, model guides, and guidelines), ensuring that they are timely and serve the needs of the regulators and of practicing engineers.
- Facilitate mobility of practitioners within Canada:
  - Maintain, within the constraints and preferences of the regulators, a shared database of engineers in Canada for the purposes processing inter-provincial/territorial applications.
  - Through the Qualifications Board, develop work products that facilitate mobility (i.e. papers, model guides, and guidelines), are timely, and serve the needs of the regulators.

### 2020 Objectives:

- CEQB: Maintain examination syllabi
  - New “Aeronautical engineering and aerospace engineering syllabus” (*carried forward from 2019*)
  - Review of the 2004 [Basic Studies Syllabus](#) (*carried forward from 2019*)
  - Review of the 2004 [Biomedical/Biochemical Engineering Syllabus](#) (*carried forward from 2019*)
  - Review of the 2004 [Agricultural/biosystems/bioresource/food engineering syllabus](#)
  - Review of the 2007 [Building Engineering Syllabus](#)
  - Review of the 2011 [Complementary Studies Syllabus](#)
- CEQB: Develop and maintain guidelines and papers
  - New “Public guideline for engineers on use of new technology and automation”
  - New “Public guideline for engineers and engineering firms on the topic of diversity and inclusion”
  - Review of the 2009 “Regulator Guideline for Assessment of Engineering Work Experience” (*carried forward from 2019*)
  - Review of the 2012 [Public Guideline on Risk Management](#) (*carried forward from 2019*)
  - Review of the 2012 [Guideline for the Engineer-in-Training Program](#)
  - Review of the 2016 [Regulators Guideline on Returning to Active Practice](#)
  - Review of the 2016 [Engineers Canada Paper on Software Engineering](#)
  - Web content on entrepreneurship
  - Research on requirements for a potential document for Canadian engineers working internationally
- CEO: Maintain the National Membership Database for those regulators who choose to update and/or access it.
  - Finalize planning and project charter with budget for refresh of the national membership database (NMDB)

### Achievements in Q1:

#### CEQB

- The Regulator Guideline for Assessment of Engineering Work Experience was approved by the Engineers Canada Board in February.
- Given received consultation feedback, the work on entrepreneurship will cease.
- The Task Force on Diversity and Inclusion and the Task Force on Software Engineering were struck.

#### CEO

- The NMDB was temporarily shut down in Q1 due to a potential security risk that was discovered on January 24<sup>th</sup>. The security weakness was resolved, it was confirmed that the system had not been breached, and the NMDB was

back online by January 30<sup>th</sup>.

- A first draft of the project charter for the planned overhaul to the NMDB was completed.
- An advisory group for the overhaul the NMDB was established
- A survey was distributed to NAOG to gather information on NMDB use, required data and improvement requests.

**Achievements in Q2:**

CEQB

- At the April meeting the syllabi on basic studies, biomedical engineering, and software and computer engineering were approved, as was the guideline on engineer-in-training programs.
- Due to lack of resources, work on a new guideline for engineers on the use of technology and automation was cancelled
- Work on the update to the software engineering paper, the guideline on diversity and inclusion, and the new aeronautical and aerospace engineering syllabus are all delayed due to COVID-19 disruptions and lack of resources


CEO

- Work on the requirements for a new NMDB continued, and the request for proposal and job posting for an internal business/system analyst to support NMDB roll out are underway.
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**Comments:**

A new Manager Qualifications was recruited in Q2, but elected not to remain with Engineers Canada. This has created disruptions and delays as the current manager is now focused on her new role with the Engineers Canada strategic plan. Six of the CEQB's annual objectives have been deferred or cancelled.

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**OP4 National programs**Annual Objectives: *Accountability: CEO*Strategic Outcomes: *Weight: 1 (lowest)***Intended outcomes:**

- Within the period of this plan, divest itself of programs which the regulators consider are not within its mandate or which may be best served by other organizations. This includes the Public Infrastructure Engineering Vulnerability Committee (PIEVC) Protocol and Infrastructure Resilience Professional (IRP) training. In the future, it would be desirable if PIEVC and IRP were available to Canadian engineers but provided by more appropriate organizations.
- Affirm that Engineers Canada is not a designation body and stop offering IRP designations.
- Maintain sustainability in affinity products and services.

**2020 Objectives:**

- Signed divestment agreement between Engineers Canada and successful proponent for Public Infrastructure Engineering Vulnerability Committee (PIEVC) program and protocol.
- Signed divestment agreement between Engineers Canada and successful proponent for Infrastructure Resilience Professional (IRP) program.
- Social media awareness campaign implemented for Secondary Professional Liability Insurance Program.
- Monitor impact on Home/Auto insurance program in Alberta.
- Semi-annual reporting with Canada Life, Manulife and TD Insurance. Results of reporting meetings shared.
- Pricing and enhancements review to Professional Retiree Health & Dental Insurance Plan.
- Experience review and pricing negotiations in collaboration with AON (our independent consultants) for the National Employee Benefits Group program.

**Achievements in Q1:**

- Divestment agreement completed on March 30 between Engineers Canada and successful proponent for Public Infrastructure Engineering Vulnerability Committee (PIEVC) program and protocol.
- Preparations for divestment agreement have begun between Engineers Canada and successful proponent for Infrastructure Resilience Professional (IRP) program.
- Social media awareness campaign implemented for Secondary Professional Liability Insurance Program.
- Impact on Home/Auto insurance program in Alberta monitored.
- Due to COVID-19, some milestones in the affinity program have been put on hold.

**Achievements in Q2:**

- Impact on Home/Auto insurance program in Alberta monitored.
- Semi-annual reporting with Canada Life, Manulife and TD Insurance completed and meeting results shared.
- Social media awareness campaign using Twitter and Facebook was implemented for the Secondary Professional Liability Insurance Program (SPLIP). Successful campaign driving increased traffic to the Engineers Canada website with over 1,000 views on the SPLIP pages.
- Engineers Canada's sponsored program with UPS will now provide participants with an increased discount of 50% off published rates for their shipping needs.
- The National Employee Group Benefits Program (NEGBP) through Manulife recognized that, given COVID-19 physical distancing measures, there is limited access to services provided by the program. Premium relief on the Extended Health (10%) and Dental Care (50%) benefits were implemented for 3 months to support the participating regulators and their employees.
- Temporary enhancements for the Engineers Canada-sponsored Health and Dental programs through Manulife were implemented to help the participating members during these COVID-19 times. Enhancements include a virtual health care app (Akira) and a pre-paid credit card (Manulife HSA Mastercard). The credit card could be used to help pay for dental and supplementary health care expenses (e.g., a chiropractor, massage therapist, medical supplies) that are covered under a member's Individual Health and Dental Insurance policy with Manulife.
- Victor Canada was named as the new provider for the Directors and Officers (D&O) and Errors and Omissions (E&O) insurance coverage for Engineers Canada and the participating regulators. This new provider will provide

increased coverage at a decreased cost. D&O and E&O, as well as Commercial Crime, renewed effective July 1, 2020 for the participating regulators and Engineers Canada.

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**Comments:**

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## OP5 Advocating to the federal government

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 1 (lowest)

### Intended outcomes:

- Advocate to the federal government to promote and advance the enactment of new demand-side legislation and prevent the erosion of existing federal legislation.
- Engage and educate parliamentarians, senior federal officials, and all relevant agencies within the federal government to gain their confidence and develop their awareness of:
  - The responsibility of engineers to safeguard the public.
  - The benefits of engineering input into federal policy.
  - The positions and concerns of the engineering profession.
- Inform regulators of Engineers Canada's federal government advocacy activities and progress through a newly developed reporting mechanism.

### 2020 Objectives:

- Strengthen the current review process for potential legislation and effects on engineers and the engineering profession.
- Promote and advance the enactment of new demand-side legislation relating to engineering.
- Ensure to the best of our abilities, that there is no erosion of existing federal demand-side legislation.
- The federal government is aware of the responsibility of engineers to safeguard the public, the benefits of engineering input into federal policy, and the positions and concerns of the engineering profession through Engineers Canada's advocacy efforts.
- Regulators are aware of Engineers Canada's federal government advocacy activities and progress through an approved and newly developed reporting mechanism.
- Regulators to inform Engineers Canada of provincial issues requiring federal government attention.
- Hill Day 2020.

### Achievements in Q1:

- Provided comments on Senator Rosa Galvez's report on Canada's Building Code in the Context of Climate Change, Adaptation, and Sustainability – White Paper on the urgency of building code modernization and implementation.
- In-person meetings with Members of Parliament and senior federal officials to discuss issues of concern for the regulators and the engineering profession.
- Communicated with newly appointed cabinet ministers, parliamentary secretaries, opposition critics, and chairs of House of Commons committees.
- Approval of updated national position statements relating to: regulating the profession, federally regulated industries and demand-side legislation, infrastructure, infrastructure on Indigenous reserves and in remote Indigenous communities, and climate change.
- On March 11, 2020, Parliamentary Secretary to the Prime Minister (Public Service Renewal) and to the Deputy Prime Minister and Minister of Intergovernmental Affairs, Omar Alghabra made a [statement](#) in the House of Commons before Question Period highlighting National Engineering Month and diversity and inclusion in engineering in response to an ask made by Engineers Canada at a February 19 meeting with Engineers Canada.
- Planning was underway for Hill Day 2020, originally scheduled to take place on May 12. However, due to COVID-19 related concerns, Hill Day on May 12 has been postponed.

### Achievements in Q2:

- Provided comments to the House of Commons Standing Committee on Industry, Science and Technology on the Canadian response to the COVID-19 pandemic.
- In-person meeting with Canada's Climate Ambassador, Patricia Fuller.
- Approval of updated national position statements relating to diversity, equity, and inclusion; national and international labour mobility; and infrastructure on Indigenous reserves and in remote Indigenous communities.
- Issue statement developed on Engineers' role in Canada's long-term economic recovery post-COVID-19.

- Due to the uncertainty regarding hosting events with parliamentarians and public servants in the midst of the COVID-19 pandemic, Engineers Canada has decided to cancel its Hill Day 2020 and will be revisiting plans to host a Hill Day in 2021.
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**Comments:**

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## OP6 Researching, monitoring, and advising

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 2

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### Intended outcomes:

- Establish a lean and effective research-based monitoring and reporting capability that provides regulators with foresight and early warning of potential changes and advances in the Canadian regulatory environment and the engineering profession. The information provided will help inform regulatory decision making.

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### 2020 Objectives:

- Submission and approval of the new sub-strategy
- Launch the first research strategy:
  - Regulatory newsletter published in September 2020
  - Research topics selected in consultation with regulators
  - Emerging discipline selected in consultation with regulators

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### Achievements in Q1:

- Completed drafting the new sub-strategy for Board approval

### Achievements in Q2:

- The new sub-strategy was approved by the Engineers Canada Board at the May meeting.
- Potential research topics and emerging disciplines for investigation in 2020/2021 were sent to the regulators.

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### Comments:

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## OP7 International mobility

Annual Objectives: 

Accountability: CEO and CEAB

Strategic Outcomes: 

Weight: 1 (lowest)

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### Intended outcomes:

- Provide regulators with a timely and accurate assessment of the risks and opportunities associated with mobility of work and practitioners internationally.
- Maintain international mobility agreements and mutual recognition agreements in accordance with regulator needs.
- Provide timely and accurate information to regulators on the impact of international trade agreements.
- Provide online information for internationally trained engineers that describes the process for becoming an engineer in Canada.
- Maintain current information on international institutions and degrees for use by the regulators.

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### 2020 Objectives:

- Submission and approval of the new sub-strategy
- Initial implementation of the new sub-strategy
- Maintain status in the Washington Accord, International Professional Engineers Agreement, and APEC Engineers Agreement, including maintaining the mobility register and attending the IEA meetings in June.
- Launch the IIDD improvement project, including vendor selection, initial development of the tool, and research on new information requested by the regulators.

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### Achievements in Q1:

- Consulted with regulators on development of the new sub-strategy
- Submitted Engineers Canada's annual reports on the Washington Accord and IPEA/APEC agreements to the International Engineering Alliance in preparation for the 2020 virtual meetings in June.
- Received responses from three bidders for the IIDD improvement project

### Achievements in Q2:

- Finalized the sub-strategy for consultation with the CEO Group in July.
- Attended the annual International Engineering Alliance meetings and shared results with regulators and the Board.
- Deferred our Washington Accord monitoring visit from fall 2020 to fall 2021 due to COVID-19.
- Selected a preferred bidder for the IIDD improvement project. Contract negotiations are underway.


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### Comments:

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**OP8 Promotion and outreach**Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 2

**Intended outcomes:**

- Leverage existing opportunities to foster recognition of the value and contribution of the profession without embarking on cost-prohibitive endeavours.
- Leverage partnerships and joint ventures that can spark interest in the next generation of engineering professionals without developing or wholly sustaining such programs internally.

**2020 Objectives:**

- Submission and approval of the new OP8 sub-strategy
- Lead and coordinate National Engineering Month, an annual joint campaign throughout the month of March that engages all the regulators and fosters recognition of the value of the profession to society and sparks an interest in the next generation of engineering professionals.
- Ensure the efficient sharing of ideas, best practices and coordination between and among the regulators in their outreach and engagement activities through the creation of a Strategic Engagement Working Group.
- Recognize and support the exemplary accomplishments of engineers by administering effective fellowship and scholarship programs.
- Conduct a review and submit recommendations to the Board on how best to align Engineers Canada's scholarships program with its strategic objectives.

**Achievements in Q1:**

- The new OP8 sub-strategy was submitted and approved by the Board at the winter Board meeting.
- National Engineering Month was held in March. Some events were impacted due to COVID-19.
- The review of Engineers Canada's scholarships program began in February. Some milestones have been delayed due to the COVID-19 disruption. The recommended approach for scholarships is expected to be presented to the Board at their fall meeting.

**Achievements in Q2:**


- The 2020 National Engineering Month (NEM) report was completed. Implementation of the report's recommendations began in June.
- A teleconference was organized between all regulator outreach staff to discuss how COVID-19 was impacting their outreach programs and future plans. The meeting was so productive that the group decided that all outreach regulator staff should meet three (3) times a year to share their outreach plans with each other and discuss best practices. These meetings include staff that manage and direct programs that target K-12, post-secondary, EIT/MIT, and general promotion/volunteer engagement.
- Due to the COVID-19 disruption, the 2020 Awards Gala was cancelled. In June, promotion of the [2020 Engineers Canada Awards](#) recipients was launched. The campaign featured posts through Engineers Canada's social media channels as well as those of the awards recipients, social media advertising, advertising on CBC's digital platforms, as well as earned media outreach. The 2020 recipients will be honoured face-to-face at Engineers Canada's 2021 Awards Gala.

**Comments:**

## OP9 Diversity and inclusion

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 2

### Intended outcomes:

- Demonstrate progress towards diversity and inclusion targets through consistent effort and innovative, highly-leveraged programs that increase the number of women and Indigenous people entering, thriving, and remaining in the profession.

### 2020 Objectives:

- An Indigenous engagement plan is created on building relationships with Indigenous organizations and engineers
- Engineers Canada provides Indigenous training to staff and the Board.
- Regulators are made aware of the Canadian Region of the American Indian Science and Engineering Society (.caISES) and CIAC.
- Engineers Canada improves the reporting of Indigenous engineers and engineering students.
- Engineers Canada opens dialogue with Indigenous organizations.
- Engineers Canada investigates, with appropriate consultation, options for truth and reconciliation efforts to be incorporated into engineering undergraduate education in Canada.


### Achievements in Q1:

- Implementation of the OP9 sub-strategy, approved by the Board at its December 2019 meeting, has begun.
- Engineers Canada participated in the annual .caISES national meeting, and facilitated a meeting of the Indigenous Student Services in Engineering working group held in conjunction with the national .caISES meeting. APEGA and APEGS also attended the .caISES meeting.
- A service provider has been retained to provide Indigenous training to staff and the Board.

### Achievements in Q2:

- The development of Engineers Canada's land acknowledgement guide was completed. It is a resource for our staff and volunteers to acknowledge First Peoples and traditional lands when they host meetings, public events, or conferences.
- Dates were set for Q3 Indigenous training to staff. Due to the COVID-19 disruption, the delivery method was changed from face-to-face to virtual.

### Comments:

**OP10 Protect official marks**Annual Objectives: *Accountability: CEO*Strategic Outcomes: *Weight: 1 (lowest)***Intended outcomes:**

- Protect the official marks from unauthorized or misleading use.
- Ensure that federally-incorporated companies respect provincial and territorial engineering legislative requirements.

**2020 Objectives:**

- Protect the official marks from unauthorized use, responding as necessary.
- Ensure Engineers Canada's portfolio of trademarks is current and appropriate, as determined from time to time and based on projects and programs.
- Manage and administer the established process for the federal incorporation of companies wishing to use the official marks in their corporate name.

**Achievements in Q1:**

- Thirteen (13) letters of consent have been issued to applicants in response to requests to incorporate federally.
- Eleven (11) trademark oppositions underway. Of those, there is one (1) matter where the applicant withdrew its application and the opposition will soon be closed, and there is one (1) opposition where settlement negotiations are in progress.
- Twenty-four (24) summary expungement proceedings were launched. Of those, there is one (1) matter where the trademark owner has withdrawn its registration in response to the Notice to Furnish Evidence, and one matter (1) where a simple affidavit was filed. We are awaiting the trademark owners' evidence deadline to report the status of the other 22 matters.

**Achievements in Q2:**

- Ten (10) letters of consent have been issued to applicants in response to requests to incorporate federally.
- Two (2) trademark oppositions have settled and concluded during this period.
- Thirteen (13) trademark applications are underway. Of these, there are two (2) matters where there are details to be amended by the Trademarks Office on its records and once that is completed, the matters will resolve (one as a result of a consent agreement already in place, and the other because Engineers Canada would not oppose it once the administrative details are properly entered). There is one (1) matter where settlement negotiations are in progress. Additionally, a licensed engineer reached out to Engineers Canada directly on filing an application and requested and signed a consent agreement. As a result, it is very unlikely an opposition will follow in this case once the mark is advertised.
- Twenty-three (23) summary expungement proceedings are in progress. We await the trademark owners' evidence deadline. Due to the Covid19 pandemic, the Trademarks Office has extended all deadlines falling between March 16 and August 7 to August 10, 2020, and there may be further extensions. These proceedings are therefore delayed.
- Legal Counsel gave an online presentation to the members of the National Discipline and Enforcement Officials group, providing background information /context around the trademarks application process, and the status and strategy surrounding Engineers Canada's oppositions proceedings

**Comments:**

# Chief Executive Officers Group Report to the Board

Jim Landrigan, P.Eng.  
Executive Director, Engineers PEI  
May 22, 2020





# Background

- With the onset of the pandemic, the CEO Group has been holding regular video conferences, sharing policies and practices to best protect staff and the public in accordance with their respective provincial COVID19 public health measures.
- The CEO Group met virtually for four hours on May 20.
- We had representation from all regulators except for OIQ.

# Agenda items of note

The Group received presentations/updates on the following topics:

- International Mobility and IEA Meeting
- Accreditation Update
- Project updates on:
  - International Institutions and Degrees Database (IIDDD)
  - National Membership Database (NMDB)
  - Competency Based Assessment Project (CBA)
- Resumption of office operations
- Concerns with recent OSPE/CSPE misrepresentations and lack of transparency
- PEO's signing on to the National Professional Practice Exam

# Meeting with Engineering Deans Canada

- CEO Group invited EDC to attend part of the meeting as a result of February session to address issues. The President of EC was also invited to sit in on this portion of the agenda.
- EDC noted that there are many areas of common interest between the regulators and EDC that would merit collective discussion, inter alia:
  - Indigenous education, and truth and reconciliation efforts,
  - Attraction and retention of students,
  - Future of the profession and what it looks like,
  - Global practice, and
  - Key among these, an accreditation system that can take advantage of contemporary pedagogical approaches.
- EDC is wondering if we should consider a joint process to address these matters, specifically, how do we capitalise on all of the change that is being thrust upon us?
- The CEO Group felt that many interesting points were raised and will be looking at ways to facilitate communication between the two groups.

# Questions?



# Thank you



# Presidents Group Report

Jitendra Paliwal, PhD, PEng, FEC

President, Engineers Geoscientists Manitoba



# Attendees

- **APEGBC** – Lianna Mah, Larry Spence (Vice-President)
- **APEGA** - John Van der Put, Brian Pearse (President elect)
- **APEGS** – Andrew Lockwood
- **PEO** – Marisa Sterling (president elect)
- **OIQ** – Kathy Baig
- **Engineers NS** – Andre Veinotte
- **EGNB** - Marlo Rose, Maggie Stothart (president elect)
- **Engineers PEI** – Wendy Weeks
- **PEGNL** – David Goosney
- **NAPEG** – Justin Hazenberg
- **Engineers Yukon** – Chris Dixon



# Agenda

- Introductions and welcome
  - Review of agenda
- February 2020 Meeting review
- Constituent Association's Roundtable
  - Blue sky session
- Self reflection
- Adjournment



# Common Threads

- Continuing Professional Development
  - Is paramount
  - Unified approach across Canada
- Membership categories
  - How different jurisdictions are dealing with this issue?
  - Age issue with Life Memberships
- Nomination of members for Council elections

# Common Threads...

- Size of Councils
  - Size reduction hasn't been such a bad thing
- Funding for initiatives
  - 30 x 30
  - Future Cities
  - EDI

# Thanks.



## Draft MINUTES OF THE 202nd ENGINEERS CANADA BOARD MEETING

May 22, 2020 8:30am-5:00pm ET via webinar

<b>The following directors were in attendance</b>	
D. Lynch, President (Chair), APEGA J. Boudreau, President-Elect, APEGNB A. Bergeron, Past-President, PEO K. Baig, OIQ C. Bellini, PEO T. Brookes, NAPEG L. Champagne, OIQ D. Chui, PEO L. Doig, APEGA J. Dunn, Engineers PEI G. Faulkner, APEGA	D. Gelowitz, APEGS S. Gwozdz, OIQ J. Holm, Engineers & Geoscientists BC C. Lamothe, OIQ D. Nedohin-Macek, Engineers Geoscientists MB K. Reid, PEO C. Sadr, PEO J. Tink, APEGA R. Trimble, Engineers Yukon M. Wrinch, Engineers & Geoscientists BC C. Zinck, Engineers Nova Scotia
<b>The following directors sent regrets</b>	
J. Card, PEGNL	
<b>The following advisor was in attendance</b>	
J. Landrigan, Chair, CEO Group	
<b>The following direct reports to the Board were in attendance</b>	
L. Benedicenti, Chair, CEAB R. LeBlanc, Chair, CEQB	G. McDonald, CEO E. Spence, Legal Counsel and Corporate Secretary
<b>The following incoming directors were in attendance</b>	
V. Benz, APEGA N. Hill, PEO S. Jha, NAPEG	T. Joseph, APEGA N. Turgeon, OIQ
<b>The following observers were in attendance</b>	
T. Bradfield, Great-West Life J. Bradshaw, CEO & Registrar, PEGNL R. Crawhall, Executive Director CAE-ACG L. Daborn, CEO, APEGNB C. Dixon, President, Engineers Yukon A. English, CEO & Registrar, Engineers & Geoscientists BC L. Golding, Executive Director & Registrar, NAPEG J. Hazenburg, President, NAPEG D. Iacona, ABET K. King, Executive Director, Engineers Yukon G. Koropatnick, CEO, Engineers Geoscientists MB A. Lockwood, President-Elect, APEGS L. Mah, President, Engineers & Geoscientists BC	M. Milligan, ABET J. Nagendran, Registrar & CEO, APEGA J. Nicell, Chair, EDC J. Paliwal, President, Engineers Geoscientists MB B. Pearse, President-Elect, APEGA S. Perruzza, CEO, OSPE M. Rose, President, APEGNB J. Samaras, Manulife N. Serraglio, Great-West Life M. Sterling, President-Elect, PEO M. Stiles, TD Insurance M. Stohart, Incoming President, APEGNB J. Van der Put, President, APEGA

<p>M. Mahmoud, Vice-Chair, CEQB                  P. Mann, CEO Engineers Nova Scotia                  D. Martini, President, NSPE                  B. McDonald, Executive Director, APEGS</p>	<p>W. Vasquez, President, CFES                  A. Waldie, CEO Geoscientists Canada                  R. Wilson, Hub International                  J. Zuccon, Registrar, PEO</p>
<p><b>The following staff were in attendance</b></p>	
<p>A. Gaucher, Executive Assistant                  S. Francoeur, Director, Human Resources                  R. Gauthier, Executive Assistant                  B. Gibson, Manager, Communications                  E. Guest, Accreditation Program Advisor                  J. Lamarche, Accreditation Coordinator                  C. Mash, Governance Administrator                  E. McParland, Planning, Event, and Change Practitioner</p>	<p>M. Ouellette, Manager, Qualifications Board                  S. Price, Executive Vice President, Regulatory Affairs                  L. Scott, Manager, Member Services                  H. Theelen, Manager, Organizational Excellence                  J. Southwood, VP, Corporate Affairs &amp; Strategic Partnerships                  J. Taylor, Manager, Public Affairs                  M. Warken, Manager, Accreditation Board                  D. Villeneuve, IT Infrastructure Specialist</p>

**1. Opening**

1.1 Call to order and approval of agenda

D. Lynch called the meeting to order at 8:34am (ET). Participants were welcomed and the land was acknowledged. Meeting attendees were introduced.

***Motion 5848***

***Moved by J. Holm, seconded C. Sadr***

***THAT the agenda be approved and the president be authorized to modify the order of discussion.***

***Carried***

Participants were reminded of the meeting rules:

- Raise hand to be added to the list of speakers.
- Speak for only two minutes (time projected on the screen).
- Speak a second time only if everyone else has had a chance to speak.
- Not restate or reiterate the same point. New information is suggested if individuals speak again.

D. Lynch shared a safety minute with the Board, discussing this era of working and living from home as a result of COVID-19, where more hours at the computer and less movement are becoming the new normal. Ideas were shared to promote physical and mental health, while balancing productivity.

D. Lynch also presented a diversity moment, addressing mental health needs in a time of social distancing. There has been significant learning about how we need to be responsive to different people’s needs for support to avoid burnout, depression, and anxiety since the beginning of the pandemic and suggestions were shared on how to support those around us.

1.2 Declaration of conflict of interest

D. Lynch and L. Doig stated a conflict and that they will recuse themselves from the affinity issue discussions.

1.3 Review of previous meeting

**a) Action item list**

The action list was circulated, no questions were received.

**b) Board attendance list**

The attendance list was circulated, no questions were received. One editorial error was noted, where one meeting was duplicated.

**2. Executive reports**

**2.1 President's report to the Board**

A detailed report was pre-circulated, no questions were received.

**2.2 CEO Update**

G. McDonald provided a verbal update, focusing on the organization's flexible approach to COVID-19. Future meetings are being planned as hybrids, where those who prefer to travel can do so, and those who are not comfortable or able to travel can participate virtually.

**2.3 Q1 Interim performance report to the Board**

The Q1 report was pre-circulated. Visual measurement has been improved using the chevron icons. Most work was reported as "on schedule", with some projects noted as experiencing delays due to COVID-19. The following was captured from the discussion:

- The measurement is perceived as optimistic for some initiatives.
- Reporting could be improved to include what is planned, rather than only what has been achieved.
- Plans to mitigate any disruption should also be included. It was noted that the Governance Committee will be considering key performance indicators in the coming year.
- The Accreditation Improvement Program (AIP) is experiencing delays, and the new accreditation management software (Tandem) will not launch with the fall accreditation visits in 2020. This delay is largely due to challenges with resourcing on the vendor's side, but also recently linked to the COVID-19 situation and the postponement of accreditation visits, which impacts data collection.
- Accountability in Accreditation work was reported as proceeding well, and that the initial delay has been reduced.
- The Qualifications Board noted some delays with diversity and inclusion; a task force has been struck, although workshop meeting plans were delayed due to COVID-19. The group will be building a survey instead, at their virtual meeting in June.
- NAOG is collaborating to develop a shared understanding of entrepreneurship; this topic is no longer being explored by the Qualifications Board.
- The PIEVC program divestment was highlighted, noting the chief architect of the program, D. Lapp's pending retirement at the end of May 2020. D. Lapp's career with Engineers Canada was celebrated and he was thanked for his contributions.

**ACTION: K. Reid to send reporting samples to the three presidents and the 2020-2021 Governance Committee.**

**2.4 Board self-assessment report**

J. Holm presented the pre-circulated report, reflecting the inaugural Board self-assessment. This process and report provide clarity to where continuous improvement efforts should be focused. The following notes were captured during the discussion:

- *Board responsibility 1: Hold itself and its direct reports accountable (BR1)* reflects a low score, mainly due to this being a new initiative with no clear results available yet.

- Detailed feedback provided on *Board responsibility #3: Provide ongoing, appropriate strategic direction (BR3)* should be shared with the Strategic Plan Task Force in case improvements can be made to the ongoing process.
- One member noted that FAR should further consider the following points raised in the report:
  - *Board responsibility #5: Ensure the CEO maintains and acts on a risk management system* - some directors reported that Engineers Canada is not getting the full value of risk management since the last year has been reactionary, and it would be good to better understand why this is an issue.
  - The EDC risk may require more focus, 50% of respondents reported this sentiment.
- The HR Committee will be working on sourcing/developing Board training to fulfill the Governance Committee recommendations, for consideration in the 2021 budget. A focus will be made on flexible training that can be re-visited.
- Communication with regulators was noted as an area that needs to be improved. The governance effectiveness survey, which will measure how the Board is perceived from the outside, will be the correct vehicle for this engagement. This survey is scheduled for circulation later in the year.
- It was suggested that those who did not respond to the survey could be surveyed to find out why they did not respond.

The Governance Committee was commended for their work with the Board self-assessment.

**ACTION: Staff to provide detailed feedback on Board responsibility #3 to the Strategic Plan Task Force.**

#### 2.5 Results of the 2019 employee engagement survey and action plan

The executive report and action plan were pre-circulated. G. McDonald reported that the survey response rate was strong, and although there are areas for improvement, Engineers Canada has realized improvement in several categories. Performance feedback was noted as an area for improvement, which will be addressed in the work done by the working group focusing on performance management.

#### 2.6 CEO Group report to the Board

J. Landrigan shared an update from the CEO Group following their May 20 meeting. Representation was present from all regulators except for OIQ. EDC was invited to attend a portion of the meeting to discuss areas of common interest.

#### 2.7 Presidents Group report to the Board

J. Paliwal provided the update on behalf of the Presidents Group's meeting on May 21. Representation was present from all regulators. The group focused on practice sharing and updating one another on the operations and issues currently underway within the regulators they represent, including continuing professional development, membership categories, funding and resources for national initiatives, council sizes, and nominations for council elections.

The group will be further considering how to manage membership consistency within their meetings. This issue is related specifically to the presidents' terms that turn over annually in most cases. Incoming presidents are being engaged in meetings, where possible, for knowledge continuity.

D. Lynch thanked the presidents for hosting the regulator presentations on May 21.

### 3. Consent agenda

#### 3.1 Approval of minutes

- a) THAT the minutes of the February 26, 2020 Board meeting be approved as presented.
- b) THAT the minutes of the April 8, 2020 Board meeting be approved as presented.

#### 3.2 Appointments to the Accreditation Board

THAT the following appointments to the Accreditation Board be approved:

- Pemberton Cyrus, representative for Atlantic region - July 1st, 2020 to June 30th, 2023 (3rd term renewal)
- Suzanne Kresta, member-at-large - July 1st, 2020 to June 30th, 2023 (2nd term renewal)
- Anne-Marie Laroche, member-at-large - July 1st, 2020 to June 30th, 2023 (2nd term renewal)
- Julius Pataky, member-at-large - July 1st, 2020 to June 30th, 2023 (2nd term renewal)
- Jeff Pieper, member-at-large - July 1st, 2020 to June 30th, 2023 (3rd term renewal)
- Tara Zrymiak, representative for Manitoba/Saskatchewan - July 1st, 2020 to June 30th, 2023 (2nd term renewal)
- Pierre Bourque, member-at-large – July 1st, 2020 to June 30th, 2023 (new member)
- Mrinal Mandal, representative for Alberta / Northwest Territories and Nunavut – July 1st, 2020 to June 30th, 2023 (new member)

#### 3.3 Appointments to the Qualifications Board

THAT the following appointments to the Qualifications Board be approved:

- Roydon Fraser, representative for the Ontario region - July 1, 2020 to June 30, 2023 (3rd term renewal)
- Anil Gupta, representative for Alberta / Northwest Territories and Nunavut - July 1, 2020 to June 30, 2023 (new member)

#### 3.4 National positions statements

3.4.2 THAT the following updated national position statements be approved:

- a) Diversity, equity, and inclusion
- b) National and international labour mobility
- c) Infrastructure on Indigenous reserves and in remote Indigenous communities

#### **Motion 5849**

**Moved T. Brookes, seconded J. Holm**

**THAT the consent agenda items 3.1, 3.2, 3.3 and 3.4.2a), b) and c) be approved.**

**Carried**

#### 3.4 National positions statements

3.4.1 THAT the following new national position statement be approved:

- a) Professional practice in cyber security

This item was identified as requiring further clarity, to include a definition of critical infrastructure.

#### **Motion 5850**

**Moved C. Sadr, seconded L. Doig**

**THAT item 3.4.1a) be deferred to the next meeting.**

**Carried, deferred to October 2, 2020**



#### 4. Board business/required decisions

##### 4.1 Operational imperative 6: Sub-strategy on actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession

S. Price presented the pre-circulated report, highlighting the three goals recommended to fulfill the sub-strategy. The following was noted during the discussion:

- PEO requested that the student exit survey be re-visited for modification rather than cancellation, since it is the last touch point with students and the information gathered helps the regulators to understand if graduates will be pursuing licensure.
- The Qualifications Board will not be overseeing the emerging areas work. Subject matter experts will be engaged, based on recommendations from regulators and volunteers. The research topics will follow an 18-month cycle. The Board will be notified of the work being completed through the strategic reporting and will also be included on the consultation of each topic (as per step 11).
- The central consultation area on the Engineers Canada password protected website was highlighted and will be communicated through future regulator council volunteer onboarding.
- A central repository would be helpful so that regulators can communicate ongoing research questions as they arise.
- The labour market report is a high cost activity that does not fit within this sub-strategy's budget. Although it was noted that the research supports 30 by 30, monitors the risk of an aging membership, and some regulators have used the report, others specifically do not use it and the regulators have agreed it should be discontinued.
- Global perspective and ideas from outside Engineers Canada will be generated through the semi-annual newsletter that reports on regulatory developments.

##### **Motion 5851**

**Moved C. Bellini, seconded K. Reid**

**THAT the Board approve the proposed sub-strategy for Operational imperative 6, on recommendation of the CEO.**

**Carried**

##### 4.2 Accreditation Board criteria

L. Benedicenti presented the pre-circulated briefing note. Extensive consultation was held to reach this proposed decision and while there were multiple perspectives, most of those engaged in the consultations agreed that the reduction of 100 accreditation units (AUs) would be acceptable. Some suggested a higher reduction; however, the principles used to model the general engineering programs support the recommendation of 1850 AUs as an appropriate minimum. A correction was recorded for the final page of the briefing note, that implementing changes to the published criteria of the CEAB will occur in the fall of 2020 and not 2019, as stated. Higher Education Institutions (HEIs) undergoing accreditation in the Fall of 2020 to the Spring of 2021 will not be affected by this proposed change but are welcome to use the reduced criteria. In the future, the Accreditation Board will be taking a more strategic approach to changes to the criteria.

##### **Motion 5852**

**Moved C. Sadr, seconded D. Gelowitz**

**THAT the Board approve the following change to Criterion 3.4.6:**

**3.4.6 The program must have a minimum of ~~1,950~~ 1,850 Accreditation units that are at a university level. The revised criterion will be effective starting the 2021/2022 accreditation visit cycle.**

**Carried with two-thirds majority**

#### 4.3 Policy manual – updates, rescindments, and approvals

J. Holm presented the policy updates, noting that this effort is ongoing and that the Governance Committee remains open to changes, as required.

The section eight policies were discussed for relevancy; although they provide support for the strategic plan, they may no longer be helpful. It was noted that they are meant to articulate the Board's position to staff and assist in narrowing the scope for operational implementation.

#### **Motion 5853**

**Moved J. Holm, seconded G. Faulkner**

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

- |   |  |
|---|--|
| <b>i. Policy 1.4 Three-year strategic plan</b>                  | <b>xiv. Policy 6.9 Canadian Engineering Accreditation Board</b>          |
| <b>ii. Policy 2 Definitions</b>                                 | <b>xv. Policy 6.10 Canadian Engineering Qualifications Board</b>         |
| <b>iii. Policy 3 Reporting structure</b>                        | <b>xvi. Policy 6.12 Human resources committee terms of reference</b>     |
| <b>iv. Policy 4 Role of the Board preamble</b>                  | <b>xvii. Policy 6.13 President-elect nomination and election process</b> |
| <b>v. Policy 4.2 Director's responsibilities</b>                | <b>xviii. Policy 7.9 Process for in-camera meetings</b>                  |
| <b>vi. Policy 4.3 Code of conduct</b>                           | <b>xix. Policy 8.1 Emerging disciplines policy</b>                       |
| <b>vii. Policy 4.7 Monitoring the CEO</b>                       | <b>xx. Policy 8.2 Diversity and inclusion policy</b>                     |
| <b>viii. Policy 4.8 Board competency profile</b>                | <b>xxi. Policy 9.2 Qualifications Board products</b>                     |
| <b>ix. Policy 4.12 Board assessment process</b>                 | <b>xxii. Policy 9.3 National position statements</b>                     |
| <b>x. Policy 4.13 Board director assessment</b>                 |  |
| <b>xi. Policy 5.4 Communication and support to the Board</b>    |  |
| <b>xii. Policy 6.1 Board committees and task forces</b>         |  |
| <b>xiii. Policy 6.8 Governance committee terms of reference</b> |  |

**Carried with two-thirds majority**

#### 4.4 Governance Committee report on Board size

J. Holm presented the pre-circulated report, noting that consensus was not had at the Governance Committee level with the proposed approach. This report was generated following a request from the Members and a directive from the Board at its October 2019 meeting. It was clarified that the intent of the first motion, that is, to report out to the Members, is to provide a response and to close the loop, ensuring they are aware that the Board has done the requested diligence and examined this issue in full.

#### **Motion 5854**

**Moved J. Holmes, seconded C. Zinck**

**THAT the Board report out to the Members for their consideration.**

**Carried**

#### **Motion 5855**

**Moved J. Holm, seconded L. Doig**

**THAT the Board recommends the plan to reduce the size of the Board through attrition to the Members.**

**Defeated**

## **7. Elections and appointments**

Due to time constraints, the Board agreed to move directly into elections, in advance of the reports.

### 7.1 Election of the president-elect

A. Bergeron presented the new election process, designed for the electronic meeting. J. Paliwal was not able to attend this portion of the meeting. Marlo Rose agreed to assume the role of scrutineer, and the Board agreed to amend the motion for scrutineers with the highlighted text below.

#### **Motion 5856**

**Moved T. Brookes, seconded C. Sadr**

**THAT the Board appoint Gerard McDonald, Engineers Canada CEO, and ~~Jitendra Paliwal, President, Engineers Geoscientists Manitoba~~ Marlo Rose, President, APEGNB, as scrutineers for the 2020 president-elect election.**

**Carried, as amended**

D. Chui and J. Holm each addressed the directors for five minutes before the vote commenced. Following the Simply Voting electronic vote results, A. Bergeron declared D. Chui as president-elect.

### 7.2 Appointment of the Human Resources Committee

It was noted that in addition to the HR Committee members listed in the motion below, A. English was selected as the member representing the CEO Group; this individual is selected by the CEO Group and not approved by the Board.

#### **Motion 5857**

**Moved M. Wrinch, seconded J. Dunn**

**THAT the Board appoint the following directors to the 2020-2021 Human Resources Committee on recommendation of the 2019-2020 Human Resources Committee:**

**a) Past-president David Lynch**

**b) President Jean Boudreau**

**c) President-Elect Danny Chui**

**d) Dawn Nedohin-Macek**

**e) Kelly Reid**

**Carried**

## **6. Annual updates from stakeholders**

The stakeholders were invited to provide their annual updates in advance of the Board reports.

### 6.1 Engineering Deans Canada (EDC)

J. Nicell, Chair of the EDC was invited to provide an update and noted appreciation for the accreditation unit decision and the opportunity to address the CEO Group on May 20. The EDC slides were presented and shared in advance of the meeting, posted to the Engineers Canada website.

### 6.2 Canadian Federation of Engineers Students (CFES)

W. Vasquez, President of CFES, provided an update on their work. The slides as presented were made available on the Engineers Canada website.

## **5. Reports to the Board**

Board committees provided year-end updates, with supporting slide presentations available on the Engineers Canada website.

#### 5.1 Accreditation Board update

L. Benedicenti reported on behalf of the Accreditation Board and thanked the Board for their support over his term. No questions were received, and L. Benedicenti was thanked for his leadership during a very complex year.

#### 5.2 Qualifications Board update

R. Leblanc reported on behalf of the Qualifications Board. It was noted that with the change from “white paper” to “Engineers Canada paper,” existing papers will be adjusted. R. Leblanc was thanked for his leadership contributions.

#### 5.3 Update from the FAR Committee

L. Doig presented the annual reporting on behalf of the inaugural FAR Committee and thanked everyone for their involvement and support. No questions were received.

#### 5.4 Risk register

L. Doig presented the risk register, noting that FAR is continuing their work to expand on the new strategic risks, and these efforts will resume with the 2020-2021 committee. A request was made for background on the graduate attributes regarding risk 26. The FAR Committee was commended for their efforts with the new strategic risks and L. Doig was thanked for her leadership.

#### 5.5 Update from the Governance Committee

J. Holm presented the annual reporting, noting that much has been accomplished and recommendations have been made for the 2020-2021 committee’s workplan. No questions were received, and J. Holm was thanked for his leadership over the year.

#### 5.6 Update from the HR Committee

D. Lynch presented the annual reporting, noting that some items have been transferred to the Governance Committee due to better mandate alignment. No questions were received, and the committee members and staff were thanked for their efforts.

#### 5.7 Update from the Strategic Plan Task Force

J. Boudreau provided the update. A survey has been circulated to regulators concerning the impact of COVID-19 and the results will be incorporated into the environmental scan. The task force is planning the strategic workshop and will be providing an update at the June 15 Board meeting. Staff were commended for their efforts.

#### 5.8 Update from the Board’s 30 by 30 Champion

S. Gwozdz provided the update. No questions were received and S. Gwozdz was commended for her leadership in the role.

#### 5.9 Annual list of partnership organizations

G. McDonald presented this report, which is generated as a result of the strategic plan.

### **6. Other business**

D. Lynch recognized and thanked the outgoing directors for their service to Engineers Canada.

## 7. Next meetings

The next meetings of the Engineers Canada Board are scheduled as follows:

- June 15-16, 2020 (Virtual)
- October 1-2, 2020 (Gatineau-Ottawa, QC-ON)
- December 7, 2020 (Ottawa, ON)
- February 22-24, 2021 (Ottawa, ON)
- May 26-29, 2021 (Halifax, NS)

## 8. In-camera sessions

An amendment was made to include the incoming Board directors in each session, as highlighted below.

### **Motion 5858**

**Moved J. Holm, seconded R. Trimble**

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

**Carried, as amended**

At the conclusion of the in-camera session, D. Lynch and L. Doig, having declared a conflict under agenda item 1.2, left the meeting before the next in-camera session discussions began.

### **Motion 5859**

**Moved M. Wrinch seconded D. Gelowitz**

**THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board directors, incoming Board directors, the Engineers Canada CEO, the CEO Group advisor to the Board, the manager of member services, the vice president of corporate affairs and strategic partnerships, the secretary, the governance administrator and external counsel.**

**Carried, as amended**

D. Lynch and L. Doig were notified at the conclusion of the in-camera session and were invited to re-join the meeting for the subsequent in-camera sessions.

### **Motion 5860**

**Moved J. Holm, seconded M. Wrinch**

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

**Carried, as amended**

### **Motion 5861**

**Moved T. Brookes, seconded C. Sadr**

**THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board directors and the incoming Board directors.**

**Carried, as amended**

**9. Closing**

With no further business to address, the meeting closed.

*Minutes prepared by C. Mash for:*

David T. Lynch, PhD, P.Eng., FEC, President

Evelyn Spence, LL.B., CIC.C, Corporate Secretary



## Draft MINUTES OF THE 203rd ENGINEERS CANADA BOARD MEETING

June 15, 2020, 2020 11:00am-11:45am ET via webinar

<b>The following directors were in attendance</b>	
J. Boudreau (Chair), President, APEGNB D. Chui, President-Elect PEO D. Lynch, Past-President, APEGA K. Baig, OIQ C. Bellini, PEO V. Benz, APEGA J. Card, PEGNL J. Dunn, Engineers PEI D. Gelowitz, APEGS N. Hill, PEO	J. Holm, Engineers & Geoscientists BC S. Jha, NAPEG T. Joseph, APEGA C. Lamothe, OIQ D. Nedohin-Macek, Engineers Geoscientists MB K. Reid, PEO C. Sadr, PEO J. Tink, APEGA M. Wrinch, Engineers & Geoscientists BC C. Zinck, Engineers Nova Scotia
<b>The following directors sent regrets</b>	
M. Belletête, OIQ R. Trimble, Engineers Yukon	N. Turgeon, OIQ
<b>The following advisor was in attendance</b>	
K. King, Chair, CEO Group	
<b>The following direct reports to the Board were in attendance</b>	
L. Benedicenti, Chair, CEAB B. Dony, Vice-Chair, CEAB R. LeBlanc, Chair, CEQB	M. Mahmoud, Vice-Chair, CEQB for G. McDonald, CEO E. Spence, Corporate Secretary
<b>The following staff were in attendance</b>	
S. Francoeur, Director, Human Resources R. Gauthier, Executive Assistant I. Landry, Manager, Qualifications and CEQB Secretary C. Mash, Governance Administrator E. McParland, Interim Project and Change Practitioner M. Ouellette, Manager, Qualifications Board	S. Price, Executive VP Regulatory Affairs J. Southwood, VP, Corporate Affairs & Strategic Partnerships H. Theelen, Manager, Organizational Excellence M. Warken, Manager, Accreditation Board D. Villeneuve, IT Infrastructure Specialist

### 1. Opening

#### 1.1 Call to order and approval of agenda

J. Boudreau called the meeting to order at 11:02am (ET) and welcomed the participants.

#### **Motion 5862**

**Moved by M. Wrinch, seconded C. Sadr**

**THAT the agenda be approved, and the president be authorized to modify the order of discussion.**

**Carried**

Participants were reminded of the meeting rules:

- Raise hand to be added to the list of speakers.

- Speak for only two minutes (time projected on the screen).
- Speak a second time only if everyone else has had a chance to speak.
- Do not restate or reiterate the same point. New information is suggested if individuals speak again.

J. Boudreau presented a diversity moment, intended to give pause to self-reflect on a social issue that is happening. In light of the deep impact of anti-Black racism, and the events of the past three weeks, the Board shared a moment of silence for the Black lives lost, here in Canada and elsewhere, due to police violence. In addition to this small moment, the Board was encouraged to time to visit the Black Lives Matter – Canada website, and learn more about Black Canadian perspectives and the harms of the past.

1.2 Declaration of conflict of interest

No conflicts were declared.

**2. Board business and required decisions**

2.1 Approval of directors to Board committees and other director appointments

D. Lynch presented the HR Committee’s pre-circulated recommendations for Board committee and director appointments. With the exception of one new director, who has decided to act as a committee observer for the 2020-2021 year, each director was placed within their top two choices for roles. No questions or comments were raised.

**Motion 5863**

**Moved by D. Lynch, seconded C. Bellini**

**THAT the following individuals be appointed to committees and roles, for terms as outlined, on recommendation from the Human Resources Committee:**

**a) Board representative – Accreditation Board**

- **Jeff Card, 2020-2021 term**
- **Tim Joseph, 2020-2022 term**

**b) Board representative – Qualifications Board**

- **Jeff Holm, 2019-2021 term (con’t)**
- **Changiz Sadr, 2020-2022 term**

**c) 30 by 30 Champion**

- **Justin Dunn, 2020-2021 term**

**d) 2020-2021 Finance, Audit, and Risk (FAR) Committee**

- **Christian Bellini**
- **Dwayne Gelowitz**
- **Sudhir Jha**
- **Carole Lamothe**
- **Jane Tink**
- **Steve Vieweg**
- **Chris Zinck**

**e) 2020-2021 Governance Committee**

- **Maxime Belletête**
- **Victor Benz**
- **Nancy Hill**
- **David Lynch**
- **Richard Trimble**

**Carried**

2.2 Strategic Plan Task Force recommendation for the August strategic workshop

With the Covid-19 pandemic continuously evolving, the New Brunswick government will not be allowing visitors to the province during the summer. Alternative arrangements need to be made for the strategic workshop, and the Strategic Plan Task Force met to discuss options. J. Boudreau presented four options



for Board consideration. It was agreed that August contingency dates were preferable and that face to face is desirable to some, noting that there are currently only four jurisdictions where travel is permitted with no mandated isolation upon return (AB, BC, ON, and QC). It was re-assured that regardless of a meeting being held in person, there will be a virtual participation option in place for anyone uncomfortable with or unable to travel.

The Board discussed the matter and the following was captured:

- It is preferred, to the extent possible, to maintain current timelines and momentum for the strategic plan.
- PEO recently hosted a successful virtual-only volunteer leadership conference featuring well-prepared virtual facilitators, attendee engagement via Zoom breakout groups, and plenary networking, with several breaks to stretch.
- The strategic workshop is an opportunity to show leadership with the new normal during COVID-19.
- More staff would be able to contribute in a virtual session, rather than in-person.
- Those residing in areas with unstable internet access are at a disadvantage and it was strongly encouraged that Engineers Canada consider that this may limit some to participate by phone only.
- If the meeting in August is virtual only, there is an option to fill the proposed workshop time on October 3 or December 6 with teambuilding or governance training.
- There is concern that hybrid meeting planning will focus on in-person experience and may not consider the challenges of full day meeting attendance via device. Frequent breaks should be considered, at a minimum.
- It was proposed that if hybrid is selected, some breakout work be done in advance of the in-person portion, resulting in shorter plenary sessions to accommodate those attending virtually.
- In terms of location selection, areas with high COVID-19 infection rates should be avoided, noting it will be difficult to pivot plans should the affected areas change at short notice.

Webinar poll results indicated 53% were in favour of the hybrid meeting, while 47% indicated they would prefer virtual-only. It was agreed to move forward with plans for a hybrid meeting on August 13-14.

### **3. Other business**

No other business was discussed.

### **4. Next meetings**

The Board was reminded of the next meeting on October 2, currently planned as an in-person meeting in Ottawa. The draft agenda will be circulated July 20, and the deadline for Board members to suggest items for discussion will be August 3rd. This meeting will focus on committee work plans, the OP7 sub-strategy and the draft budget.

### **5. In-camera sessions**

#### ***Motion 5864***

***Moved K. Reid, seconded T. Joseph***

***THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board directors, the Engineers Canada CEO, the chairs of the CEAB and CEQB, the CEO Group advisor to the Board, the secretary and the governance administrator.***

***Carried***

**Motion 5865**

**Moved M. Wrinch, seconded C. Sadr**

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

**Carried**

**Motion 5866**

**Moved S. Gwozdz, seconded D. Gelowitz**

**THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board directors.**

**Carried**

**6. Closing**

With no further business to address, the meeting closed.

*Minutes prepared by C. Mash for:*

Jean Boudreau, FEC, P.Eng. President

Evelyn Spence, LL.B., CIC.C, Corporate Secretary

## BRIEFING NOTE: For decision

Confirmation of motions approved electronically		3.2
Purpose:	To formally confirm the motions that were approved by the Board via electronic (email) votes in March and April, 2020	
Link to the strategic plan:	Board Responsibility #1: Hold itself, its directors, and its direct reports accountable	
Motion(s) to consider:	<i>a) THAT motion #5838, as electronically approved by the Board, be confirmed.</i> <i>b) THAT motions #5846 and 5847, as electronically approved by the Board, be confirmed.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Consultation summary:	None	
Prepared by:	Evelyn Spence, Legal Counsel and Corporate Secretary	
Presented by:	Jean Boudreau, Director from New Brunswick and Engineers Canada President	

### Problem/issue definition

- The Board is sometimes asked to make decisions between Board meetings and in the past, it has done so secretarially, by way of email voting. Most recently, the Board did so on two separate occasions, in between the February and May meetings, when it voted to approve motion #5838 and motions #5846 and #5847.
- Boards often vote on motions secretarially, as it is an efficient means of conducting business, particularly where the Board has had a prior opportunity to discuss and debate the decisions in question. However, the *Canada Not-for Profit Corporations Act* (“CNCA”), having been drafted in the early 2000s, does not account for today’s business realities and therefore does not expressly permit for decisions to be made by this communication facility.
- Instead, the CNCA contemplates that a Board makes its decisions either at Board meetings (which can be held in-person or electronically) or by written resolution in lieu of meeting.
  - Written resolutions require unanimous approval, so that in order for the decision therein to be valid, all directors would be required to sign the resolution. If one director does not agree with the resolution or abstains from voting, the resolution would fail.
  - This approach was determined not to be appropriate in respect of the motions in question. Similarly, and as will be explained further, below, it was deemed impractical or unnecessary to convene a full Board meeting again to transact the required business in respect of the subject motions.
- To address the CNCA requirements and ensure the Board’s decisions are properly recorded and approved, organizations are well-advised to confirm the motions previously approved electronically at the next practical instance. Since the May Board meeting had a full agenda, staff decided not to put these items on that agenda, and rather to confirm the motions at this, the October Board meeting.
- The motions in question and the reasons requiring the electronic voting are set out as follows:
  - Motion #5838 was circulated to Board directors on or about March 3, 2020, shortly after the February Board meeting where the Board approved two new provisions of the Bylaw (regarding the per capita assessment fee). After some discussion at that meeting, the Board requested that staff develop a third clause, for Board approval by email, to cover what happens in the event the

Members are not able to set a new assessment fee by July 1<sup>st</sup>. To that end, the following motion was circulated by email, having been moved by Jeff Holm and seconded by Kathy Baig:

THAT the Board recommend to the Members that the following be added as Bylaw 7.4:

*In the event that the Members are unable to finalize the amount of the Per Capita Assessment by July 1<sup>st</sup>, the Per Capita Assessment last determined by the Members shall remain in effect.*

- Voting closed on March 18, 2020 and the motion was carried with the required 2/3 majority. The results of the electronic vote were communicated via email to Board members, CEOs, and Presidents and at the annual meeting of members in May 2020, the Members voted to approve the Bylaw amendment(s).
- Motions #5846 and 5847 were in response to the recommendations of the CEAB following its emergency meeting on April 9, 2020, in which the CEAB discussed the impacts of the coronavirus on accreditation activities. Due to the urgency of the matter and the Board's stated desire to support the work of the Accreditation Board, it agreed to follow a different process to decision-making, with a contracted timeline. In particular, Engineers Canada convened an information webinar, with the opportunity to ask questions of the CEAB chair and secretariat, on April 22, 2020. The session was arranged on short notice and therefore was not attended by all directors. Two days later, on April 24th, a summary of the information session was distributed to Board members, including the answers to questions posed at the session, along with a briefing note further explaining the recommendations and a formal request to vote on the matter by email. Directors were given until April 28 to submit their votes on the following motions, both of which were moved by Jeff Card and seconded by Louis Champagne (former Board director):

*#5846: THAT visits to currently accredited programs in the 2020/2021 cycle be deferred for one year to the 2021/2022 cycle.*

*#5847: THAT a one-time, one-year accreditation cycle extension be granted to all programs who received a favorable accreditation decision before June 5, 2020.*

- Both motions were carried with the required 2/3 majority, and the results of the motions were communicated via email to the Board, CEOs, Presidents, EDC, and the CFES. The CEAB and its secretariat has since taken steps to implement the decisions related to these motions.
- Currently, the subject motions are captured in a standalone disposition of motions, which Engineers Canada keeps together with the record of meeting minutes.

### **Proposed action/recommendation**

- The Board should ratify the motions they previously approved electronically (being motions #5838, #5846 and #5847) through approval of the consent agenda motions.
- Given that the motions have already been debated/discussed, approved (secretarially) and implemented, these items have been placed on the consent agenda. This is a procedural step, reflective of governance best practice, and does not require further deliberation by the Board.

### **Other options considered**

- Strictly speaking, it may not be necessary that the Board confirms the motions in the way proposed herein, but it is a good practice and is advisable, especially given the importance of the decisions.

## Risks

- Not having good processes in place to support Board decision-making can lead to challenges being made in respect of the Board's overall governance framework.

## Financial implications

- None

## Benefits

- The previously approved motions are ratified by the full Board, supporting good governance practice and procedure.

## Consultation

- None

## Next steps (if motion approved)

- The approved motions will be captured in the minutes of the October Board meeting.

## Appendices

Re: Motion #5838:

- Email entitled Electronic Vote – Approval of [new] Bylaw 7.4, dated March 3, 2020
- Email entitled Results of Electronic Vote – Approval of [new] Bylaw 7.4, dated March 19, 2020
- Email voting tally spreadsheet
- [Disposition of motion](#) (included in Winter meeting disposition)

Re: Motions #5846 and 5847:

- Email entitled Electronic Vote – Accreditation matters, dated April 24, 2020
- Email entitled Results: Electronic Vote – Accreditation matters, dated April 28, 2020
- Email voting tally spreadsheet
- Disposition of motions

**From:** [Evelyn Spence](#)  
**Subject:** Electronic Vote – Approval of [new] Bylaw 7.4 / Approbation de l'article 7.4 du Règlement administratif (nouvel article)  
**Date:** Tuesday, March 03, 2020 1:18:20 PM  
**Attachments:**

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*Le français suit.*

*[Distribution: Board members]*

Dear Engineers Canada Board directors,

At the February 26, 2020 Board meeting, the Board approved two new provisions of the Bylaw regarding the per capita assessment fee. The recommendation to the Members at the annual meeting on May 23, 2020 will be as follows:

*Add as 7.2 the following:*

*No later than January 1<sup>st</sup> of each year, the Board shall recommend to the Members the amount of the Per Capita Assessment that will be in effect on the second following January 1<sup>st</sup>. The Members will consider the recommendation and finalize the amount of the Per Capita Assessment no later than July 1<sup>st</sup> of each year with the decision by the Members to take effect on the second following January 1<sup>st</sup> (18 months notice).*

*Renumber existing Bylaw 7.2 to be Bylaw 7.3, and change the wording to:*

*Each Member shall pay to Engineers Canada the Member-approved Per Capita Assessment per Registrant within two months of receipt of invoice for same or pursuant to payment schedule reflective of the Members registrant payment schedule.*

In addition to the above, **the Board requested that staff develop a third clause, for Board approval by email, to cover what happens in the event the Members are not able to set a new fee by July 1<sup>st</sup>.** To that end, we'd ask that you please review and vote on the following motion.

It is moved by Jeff Holm, and seconded by Kathy Baig:

THAT the Board recommend to the Members that the following be added as Bylaw 7.4:

*In the event that the Members are unable to finalize the amount of the Per Capita Assessment by July 1<sup>st</sup>, the Per Capita Assessment last determined by the Members shall remain in effect.*

Please respond with your vote, by email, to Evelyn Spence ([evelyn.spence@engineerscanada.ca](mailto:evelyn.spence@engineerscanada.ca)) by **March 18, 2020**. Results of the vote will be communicated to the Board (as well as to CEOs and

Presidents) by email.

Thank you,

Evelyn

\*\*\*\*\*

*Distribution : Membres du conseil*

Chers administrateurs et administratrices d'Ingénieurs Canada,

Lors de sa réunion du 26 février, le conseil a approuvé deux nouvelles dispositions du Règlement administratif concernant la cotisation par personne. La recommandation qui sera présentée aux membres lors de leur assemblée annuelle du 23 mai est la suivante :

*Ajouter comme article 7.2 le texte qui suit :*

*Au plus tard le 1<sup>er</sup> janvier de chaque année, le conseil doit recommander aux membres le montant de la cotisation par personne qui entrera en vigueur le 1<sup>er</sup> janvier de la deuxième année suivante. Les membres doivent examiner la recommandation et fixer le montant définitif de la cotisation par personne au plus tard le 1<sup>er</sup> juillet de chaque année, la décision des membres devant prendre effet le 1<sup>er</sup> janvier de la deuxième année suivante (préavis de 18 mois).*

*Renommer l'article 7.2, qui devient l'article 7.3, et modifier le libellé comme suit :*

*Chaque membre doit verser à Ingénieurs Canada la cotisation par personne inscrite approuvée par les membres dans les deux mois qui suivent la réception de l'avis de cotisation ou conformément aux modalités de paiement établies pour les membres.*

En plus de ce qui précède, **le conseil a demandé que le personnel élabore une troisième clause, à soumettre à l'approbation du conseil par courriel, pour indiquer la mesure à suivre si les membres ne parvenaient pas à fixer une nouvelle cotisation avant le 1<sup>er</sup> juillet.** À cette fin, nous vous demandons de bien vouloir examiner la motion suivante et de voter à son sujet :

Motion présentée par Jeff Holm et appuyée par Kathy Baig:

QUE le conseil d'Ingénieurs Canada recommande aux membres d'ajouter la disposition suivante en tant qu'article 7.4 du Règlement administratif :

*Si les membres ne sont pas en mesure de fixer le montant de la cotisation par personne avant le 1<sup>er</sup> juillet, la dernière cotisation par personne qui a été déterminée par les membres demeure en vigueur.*

Veuillez envoyer votre vote par courriel à Evelyn Spence ([evelyn.spence@engineerscanada.ca](mailto:evelyn.spence@engineerscanada.ca)) d'ici

le **18 mars**. Les résultats du vote seront communiqués au conseil (ainsi qu'aux chefs de direction et aux présidents) par courriel.

Je vous remercie de votre collaboration.

**Evelyn Spence**, LLB

Legal Counsel

Avocate-conseil

**T:** 613.232.2474 x293

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**From:** Evelyn Spence <Evelyn.Spence@engineerscanada.ca>  
**Sent:** March 19, 2020 2:38 PM  
**Cc:** Christina Mash <Christina.Mash@engineerscanada.ca>  
**Subject:** Results of Electronic Vote – Approval of [new] Bylaw 7.4 / Résultats du vote électronique – Approbation du nouvel article 7.4 du Règlement administratif

*Le français suit.*

*Distribution : Board members, CEOs and Presidents*

Dear Engineers Canada Board directors,

Thank you for submitting your votes on motion # 5838 regarding the addition of section 7.4 of the Bylaw (re: Per Capita Assessment Fee).

We received 17 votes in favour, 1 vote against. The motion is carried, with two-thirds majority. As a result of this motion being carried, at the May AMM, the Members will be asked to approve of the following Bylaw amendments:

7.2. No later than January 1<sup>st</sup> of each year, the Board shall recommend to the Members the amount of the Per Capita Assessment that will be in effect on the second following January 1<sup>st</sup>. The Members will consider the recommendation and finalize the amount of the Per Capita Assessment no later than July 1<sup>st</sup> of each year with the decision by the Members to take effect on the second following January 1<sup>st</sup> (18 months notice).

~~7.2.~~ 7.3. Each Member shall pay to Engineers Canada the Member-approved Per Capita Assessment of \$10.21 per Registrant within two months of receipt of invoice for same or pursuant to payment schedule reflective of the Members registrant payment schedule.

7.4. In the event that the Members are unable to finalize the amount of the Per Capita Assessment by July 1<sup>st</sup>, the Per Capita Assessment last determined by the Members shall remain in effect.

To provide the Members with ample opportunity to confer with their Councils and obtain voting instructions in time for the AMM, attached please find a copy of the briefing note, which provides the rationale for the Board's recommendation on this Bylaw change.

Best,

\*\*\*\*\*

*Distribution : Membres du conseil, chefs de direction et présidents*

Chers administrateurs et administratrices d'Ingénieurs Canada,

Je vous remercie d'avoir soumis votre vote au sujet de la motion n° 5838 ayant pour objet l'ajout de l'article 7.4 du Règlement administratif (concernant les frais de cotisation par personne).

Nous avons reçu 17 votes pour, 1 vote contre. La motion est donc adoptée à la majorité des deux tiers. Compte tenu de l'adoption de cette motion, les membres seront invités à approuver les modifications suivantes du Règlement administratif lors de leur assemblée annuelle de mai :

*7.2 Au plus tard le 1<sup>er</sup> janvier de chaque année, le conseil doit recommander aux membres le montant de la cotisation par personne qui entrera en vigueur le 1<sup>er</sup> janvier de la deuxième année suivante. Les membres doivent examiner la recommandation et fixer le montant définitif de la cotisation par personne au plus tard le 1<sup>er</sup> juillet de chaque année, la décision des membres devant prendre effet le 1<sup>er</sup> janvier de la deuxième année suivante (préavis de 18 mois).*

~~7.2~~ *7.3 : Chaque membre doit verser à Ingénieurs Canada la cotisation par personne inscrite approuvée par les membres égale à 10,21 \$ par personne inscrite dans les deux mois qui suivent la réception de l'avis de cotisation ou conformément aux modalités de paiement établies pour les membres.*

*7.4. Si les membres ne sont pas en mesure de fixer le montant de la cotisation par personne avant le 1<sup>er</sup> juillet, la dernière cotisation par personne qui a été déterminée par les membres demeure en vigueur.*

Afin de permettre aux membres de s'entretenir avec leur conseil respectif au sujet de ces modifications du Règlement administratif et d'obtenir les instructions de vote à temps pour l'assemblée annuelle des membres, vous trouverez ci-joint une copie de la note de breffage qui fournit la justification de la recommandation du conseil en ce qui concerne ces modifications.

Cordialement,

**Evelyn Spence**, LLB

Legal Counsel

Avocate-conseil

T: 613.232.2474 x293



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<p align="center"><b>Email vote to approve (new) Bylaw s. 7.4</b>  <b>March 3 to 18, 2020</b></p>					
<b>First Name</b>	<b>Last Name</b>	<b>Regulator</b>	<b>Yes</b>	<b>No</b>	<b>abstain</b>
Jeff	Holm	EGBC	1		
Mike	Wrinch	EGBC	1		
Jane	Tink	APEGA			
Gary	Faulkner	APEGA	1		
Lisa	Doig	APEGA			
David	Lynch	APEGA	1		
Dwayne	Gelowitz	APEGS	1		
Dawn	Nedohin-Macek	APEGM	1		
Annette	Bergeron	PEO	1		
Christian	Bellini	PEO	1		
Kelly	Reid	PEO	1		
Changiz	Sadr	PEO	1		
Danny	Chui	PEO	1		
Sandra	Gwozdz	OIQ			
Kathy	Baig	OIQ	1		
Carole	Lamothe	OIQ	1		
Louis	Champagne	OIQ			
Jean	Boudreau	APEGNB	1		
Chris	Zinck	EngNS		1	
Justin	Dunn	EngPEI			
Jeff	Card	PEGNL	1		
Terry	Brookes	NAPEG	1		
Richard	Trimble	EngYK	1		
			17	1	0

**From:** [Christina Mash](#)  
**To:** [EC Governance - Christina Mash](#)  
**Cc:** [Evelyn Spence](#); [Gerard McDonald](#)  
**Bcc:**  
**Subject:** Electronic Vote – Accreditation matters / Vote électronique - Questions liées à l'agrément  
**Date:** Friday, April 24, 2020 1:56:00 PM  
**Attachments:** [Emergency Board decision on accreditation matters Décision d'urgence du conseil sur des questions touchant l'agrément.msg](#)  
[BRIEFING NOTE Accreditation extensions due to COVID19 22 avr 2020 fr.pdf](#)  
[BRIEFING NOTE Accreditation extensions due to COVID19 24 avr 2020.pdf](#)  
[EC Board Q&A Session - April 22, 2020 Accreditation extensions due to COVID19 FR.pdf](#)  
[EC Board Q&A Session - April 22, 2020 Accreditation extensions due to COVID19.pdf](#)

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*(le français suit)*

*[Distribution: Board directors]*

Dear Engineers Canada Board directors,

Per the process described in Gerard McDonald's April 17, 2020 email (attached), the Board is being asked to make an urgent decision to address the impacts of Covid-19 on the accreditation process.

Attached is a summary of the questions and answers that came out of the information session on Wednesday, April 22, which are intended to help those of you who were not able to attend the session to make an informed decision. The issue and proposed recommendations are further addressed in the Briefing Note that was included as part of Gerard's April 17 email.

Board members are asked to kindly review and vote on the following 2 motions:

**MOTION 1**

It is moved by J. Card, and seconded by L. Champagne:

*THAT visits to currently accredited programs in the 2020/2021 cycle be deferred for one year to the 2021/2022 cycle.*

**MOTION 2**

It is moved by J. Card, and seconded by L. Champagne:

*THAT a one-time, one-year accreditation cycle extension be granted to all programs who received a favorable accreditation decision before June 5, 2020.*

Please respond with your vote for both Motion 1 and 2, by email, to the Corporate Secretary, Evelyn Spence ([evelyn.spence@engineerscanada.ca](mailto:evelyn.spence@engineerscanada.ca)) before the end of day on **Tuesday, April 28, 2020**. Results of the vote will be communicated to the Board (as well as to CEOs, Presidents, the EDC and CFES) by email.

Thank you,

.....  
[Distribution : Membres du conseil]

Chers administrateurs et administratrices d'Ingénieurs Canada,

Conformément à la procédure décrite dans le courriel de Gerard McDonald envoyé le 17 avril (ci-joint), il est demandé au conseil de prendre une décision urgente pour gérer les impacts de la Covid-19 sur le processus d'agrément.

Vous trouverez ci-joint un résumé des questions et réponses données lors de la séance d'information du mercredi 22 avril, afin d'aider ceux et celles d'entre vous n'ayant pu y assister à prendre une décision éclairée. La question et les recommandations proposées sont traitées plus en détail dans la note d'information qui a été jointe au courriel du 17 avril de Gerard.

Les membres du conseil sont invités à examiner les deux motions suivantes et à voter à leur sujet :

**MOTION 1**

Présentée par J. Card et appuyée par L. Champagne:

*QUE les visites de programmes agréés prévues au cours du cycle 2020-2021 soient reportées d'un an au cycle 2021-2022.*

**MOTION 2**

Présentée par J. Card et appuyée par L. Champagne :

*QU'une prolongation ponctuelle d'un an de la période d'agrément soit accordée à tous les programmes ayant fait l'objet d'une décision d'agrément favorable avant le 5 juin 2020.*

Veuillez envoyer votre vote sur les motions 1 et 2, par courriel, à la secrétaire générale Evelyn Spence ([evelyn.spence@engineerscanada.ca](mailto:evelyn.spence@engineerscanada.ca)) d'ici le **mardi 28 avril** avant la fin de la journée. Les résultats du vote seront communiqués au conseil (ainsi qu'aux chefs de direction, aux présidents, à DDIC et à la FCEG) par courriel.

Je vous remercie,

**Christina Mash** 

Governance Administrator

Administratrice de la gouvernance

T: 613.232.2474 x248



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**From:** [Evelyn Spence](#)  
**Cc:** [Christina Mash](#); [Gerard McDonald](#); [Roseanne Gauthier](#)  
**Subject:** Results: Electronic vote – Accreditation matters / Résultats: Vote électronique - Questions liées à l'agrément  
**Date:** Tuesday, April 28, 2020 6:03:48 PM  
**Attachments:**

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*Le français suit.*

*Distribution: Board members, CEOs, Presidents, EDC (formerly NCDEAS) and CFES*

Dear Engineers Canada Board directors,

Thank you for submitting your votes on motions #5846 and #5847, both of which will provide important direction to the CEAB regarding its accreditation activities. The results of the vote are as follows:

- On Motion 1 (#5846), we received 21 votes in favour, 0 votes against.  
The motion is carried (2/3 majority).
- On Motion 2 (#5847), we received 22 votes in favour, 0 votes against.  
The motion is carried (2/3 majority).

\*\*\*\*\*

*Distribution : membres du conseil, chefs de direction, présidents, DDIC (auparavant le CCDISA) et FCEG*

Chers membres du conseil d'Ingénieurs Canada,

Merci d'avoir soumis vos votes sur les motions n°5846 et n°5847, qui donneront toutes deux une orientation importante au BCPAG en ce qui concerne ses activités d'agrément. Les résultats du vote sont les suivants :

- Dans le cas de la motion 1 (n°5846), nous avons reçu 21 votes en faveur, 0 vote contre.  
La motion est adoptée (majorité des 2/3).
- Dans le cas de la motion 2 (n°5847), nous avons reçu 22 votes en faveur, 0 vote contre.  
La motion est adoptée (majorité des 2/3).

Meilleures salutations, / Regards,  
Evelyn

**Evelyn Spence**, LL.B, CIC.C  
Legal Counsel  
Avocate-conseil  
**T:** 613.232.2474 x293

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Email vote for CEAB extension											
April 24-28, 2020											
				Motion 1				Motion 2			
#	First Name	Last Name	Regulator	Yes	No	abstain	Left to cast	Yes	No	abstain	Left to cast
9	Annette	Bergeron	PEO	1				1			
16	Carole	Lamothe	OIQ				1	1			
12	Changiz	Sadr	PEO	1				1			
19	Chris	Zinck	EngNS	1				1			
10	Christian	Bellini	PEO	1				1			
13	Danny	Chui	PEO	1				1			
6	David	Lynch	APEGA	1				1			
8	Dawn	Nedohin-Macek	APEGM	1				1			
7	Dwayne	Gelowitz	APEGS	1				1			
4	Gary	Faulkner	APEGA	1				1			
3	Jane	Tink	APEGA	1				1			
18	Jean	Boudreau	APEGNB	1				1			
1	Jeff	Holm	EGBC	1				1			
21	Jeff	Card	PEGNL	1				1			
20	Justin	Dunn	EngPEI	1				1			
15	Kathy	Baig	OIQ	1				1			
11	Kelly	Reid	PEO	1				1			
5	Lisa	Doig	APEGA	1				1			
17	Louis	Champagne	OIQ	1				1			
2	Mike	Wrinch	EGBC	1				1			
23	Richard	Trimble	EngYK	1				1			
14	Sandra	Gwozdz	OIQ				1				1
22	Terry	Brookes	NAPEG	1				1			
				21	0	0	2	22	0	0	1



RESOLUTIONS APPROVED ELECTRONICALLY

April 28, 2020 – Via email

**Disposition of motions**

(Subject to subsequent Board verification of meeting minutes)

<b>Item</b>	<b>Vote result</b>	<b>Motion #</b>	<b>Resolution</b>
Accreditation matters	Carried with two-thirds majority	5846	THAT visits to currently accredited programs in the 2020/2021 cycle be deferred for one year to the 2021/2022 cycle.
Accreditation matters	Carried with two-thirds majority	5847	THAT a one-time, one-year accreditation cycle extension be granted to all programs who received a favorable accreditation decision before June 5, 2020.



## BRIEFING NOTE: For decision

National position statements		3.3
Purpose:	Approval of updated national position statements.	
Link to the strategic plan:	Operational imperative 5: Advocating to the federal government	
Motion(s) to consider:	<i>THAT the new national position statement “Professional practice in cyber security” be approved.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Consultation summary:	<p><i>Revised presentation:</i> The Public Affairs Advisory Committee, 5 of the 12 provincial and territorial regulators commented, 3 Engineers Canada Board members, and members of the Canadian Engineering Accreditation Board were asked to provide comments via e-mail.</p> <p><i>First presentation:</i> The Public Affairs Advisory Committee, 3 of the 12 provincial and territorial regulators commented, 7 Engineers Canada Board members, and members of the Canadian Engineering Accreditation Board were asked to provide comments via e-mail</p>	
Prepared by:	Joey Taylor, Manager, Public Affairs	
Presented by:	Gerard McDonald, Chief Executive Officer	

### Problem/issue definition

- National position statements (NPSs) are positions on key issues relating to the public interest. These are consensus positions of the provincial and territorial engineering regulators. These statements:
  - Represent the collective position of the engineering profession
  - Influence public policy
  - Facilitate discussion with government
  - Provide information for our members and those of the engineering profession
- Engineers Canada’s Public Affairs Advisory Committee (PAAC) is tasked with creating the NPSs. This committee is comprised of volunteers with multi-disciplinary backgrounds and expertise.
- Each year, PAAC develops NPSs on new and existing issues facing the engineering profession. In addition, the PAAC works to update the current NPSs to ensure they remain up to date and relevant. This helps ensure that parliamentarians and the federal government consider the expertise of the engineering profession in policymaking.
- The current process for deciding which topics PAAC will be developing in the upcoming year starts with a discussion of the potential topics during PAAC’s May meeting. This process includes reviewing all existing NPSs and deciding which ones require updating as part of the annual update cycle. The topics identified by PAAC are circulated for approval by the Engineers Canada Board and the CEO Group. Once approved, PAAC develops and/or updates the NPSs and presents them to the Engineers Canada Board and the regulators for approval. The process for the identification and development of public policies supported by the engineering regulators is available in [Board policy 9.3 national position statements](#).

- The current NPSs are linked to *Operational imperative 5: Advocating to the federal government* of the strategic plan. This NPS is timely given the new federal government's initiatives focused on cybersecurity. This NPS will serve to influence and/or inform the federal government on these issues facing the engineering regulators and the engineering profession.

### **Proposed action/recommendation**

- The PAAC recommends that the Engineers Canada Board approves the attached NPS.
- Once approved, the NPS will be made public on Engineers Canada's website and will be relied upon when Engineers Canada staff and volunteers consult with the federal government on these issues.

### **Other options considered:**

- N/A

### **Risks**

- If the motion to approve the NPS does not pass, there will be no unified national position on the topic that currently impacts the future of the profession.

### **Financial implications**

- N/A

### **Benefits**

- Engineering regulators:
  - A national position on key issues is beneficial for the engineering regulators as these issues affect the regulators and the regulation of the engineering profession. Regulators strongly benefit from unified, national positions.
  - Engineers Canada will have a unified position on four topics in which the federal government is heavily engaged; therefore, it will potentially increase our profile with parliamentarians and public servants.
- Engineering profession:
  - The update of these national positions provides clarity of the role of the engineering profession in helping tackle these issues.
- Others (public, government, higher education institutions, individual engineers, etc.):
  - These will provide the federal government with awareness on issues that Engineers Canada is currently working on that are linked to the federal government's mandate.

### **Consultation**

- Our multi-disciplinary PAAC, provincial and territorial regulators (via the CEOs), the Engineers Canada Board members, and members of the Canadian Engineering Accreditation Board were asked to review and provide comments and updates on this NPS.
- There were no objections or concerns regarding the engineering profession's position as laid out in the NPS, and the background section was updated to reflect some of the comments and suggestions that were submitted by the consulted bodies.

### **Next steps (if motion approved)**

- If the motion is approved, the NPS will be made public on Engineers Canada's website and will be relied upon when consulting with the federal government on these issues.

### **Appendices**

- Professional practice in cybersecurity (marked up version | clean version)

# Professional Practice in Cyber Security

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## The engineering profession's position

- Cyber security legislation must consider the need for engineer input in the development and maintenance of cyber security software, hardware, systems, and critical infrastructure
- Regardless of whether it is a federal, provincial or territorial statute, cyber security requires the involvement of an engineer licensed with a provincial or territorial licensing authority.
- Incorporating engineers' accountability into federal, provincial or territorial legislation and regulations related to cyber security infrastructure and systems weaves the engineering regulatory process into the fabric of government and thereby keeps Canadians safe.
- Engineering regulators in Canada exist to protect the public interest. They set high professional and ethical standards, establish and maintain codes of conduct, and administer regulatory processes for engineers to ensure protection of the public interest and the natural environment.

## The challenge(s)

Cyber security is described as the techniques of protecting computers, networks, hardware, software, programs, and data from unauthorized access or attacks that are aimed for exploitation.<sup>1</sup> In a progressively digital world, Canadians expect that technological systems are protected against cyber security threats and susceptibilities. Canada's economic stability and national security depend on resilient critical infrastructure. Critical infrastructure refers to processes, systems, facilities, technologies, networks, assets and services essential to the health, safety, security or economic well-being of Canadians and the effective functioning of government. Critical infrastructures can be stand-alone or interconnected and interdependent within and across provinces, territories and national borders. Disruptions of critical infrastructures could result in catastrophic loss of life, adverse economic effects and significant harm to public confidence.<sup>2</sup> As these infrastructure systems become increasingly interconnected, particularly with the development of artificial intelligence systems, and as essential services become gradually managed online; cyber security vulnerabilities, incidents, and premeditated cyberattacks against critical infrastructure have the serious potential to compromise national security and the personal safety of Canadians.

As the technology develops and as digital systems become more complex and sophisticated, so do the skills of individuals who attempt to undermine them. Significant cyber hacks and data breaches have become increasingly common today. In 2017, a Statistics Canada study outlined that approximately 21 per cent of Canadian businesses reported that they were impacted by a cyber attack incident that

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<sup>1</sup> The Economic Times (2019). "Definition of 'Cyber Security'." Retrieved October 3, 2019 from: <https://economictimes.indiatimes.com/definition/cyber-security>.

<sup>2</sup> Public Safety Canada (2018). "National Strategy for Critical Infrastructure". Retrieved May 29, 2020 from: <https://www.publicsafety.gc.ca/cnt/rsracs/pblctns/srtg-crtcl-nfrstrctr/index-en.aspx>

affected their day-to-day operations. They also found that 41 per cent of larger businesses were more than twice as likely than smaller businesses to have identified an impactful cyber incident.<sup>3</sup>

With the growing demand for cyber security professionals, and the immediate requirement to defend against future cyberattacks, it is important that the federal government remains vigilant in ensuring that engineers licensed with provincial or territorial regulators, namely engineers working in cyber security, who are experts in communications and safety, are involved in the design, implementation, and maintenance of cyber security software, hardware, systems and critical cyber infrastructure.

Engineers in specialized disciplines, at a minimum, have the same skills as other IT professionals but are held professionally and ethically accountable by the engineering regulators through provincial and territorial legislation across Canada. Other IT professionals are not bound by a regulatory environment. Including engineers in the development and maintenance of software, hardware, systems and critical infrastructure will hold individuals accountable for the work that they do through the existing enforcement, investigation, and discipline process. Without the inclusion of engineers in this process, there is limited accountability, other than resorting to the justice system.

### **How Engineers Canada has contributed**

Engineers Canada actively participates in federal consultations regarding legislation and regulations that impact the work of engineers and address initiatives that require the expertise of an engineer.

In addition, engineering regulators in Canada exist to protect and enhance the public welfare. They set high professional and ethical standards, establish and maintain codes of conduct, and administer regulatory processes for engineers to ensure protection of the public and the natural environment.

### **Recommendations to the federal government**

Engineers Canada was encouraged by the federal government's commitment towards protecting the critical cyber systems that underpin the infrastructure and services that are integral to the daily lives of Canadians through Budget 2019.

Engineers Canada supports the federal government's cyber initiatives, specifically the work of [\*The Canadian Centre for Cyber Security\*](#), to ensure a safe and secure cyberspace, which is important for the security, stability, and prosperity of Canada. To further support Canadians from future cyberattacks, the federal government should:

- Ensure that any legislation and regulations that refer to engineering work are prepared with the input from engineers licensed in accordance with provincial and territorial engineering acts.
- Use demand-side legislation to drive the need for engineering work to be performed by individuals who are licensed to do so, thereby encouraging compliance with professional regulatory legislation.

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<sup>3</sup> Statistics Canada (2018). "Impact of cybercrime on Canadian businesses, 2017." Retrieved July 8, 2019 from: <https://www150.statcan.gc.ca/n1/daily-quotidien/181015/dq181015a-eng.htm>.

- Further develop, clarify and enforce regulations, rules, cyber security guidelines, and standards regarding the development and maintenance of critical infrastructure to require licensed practitioners perform work that protects the public when safety management and regulatory compliance is delegated to federally regulated industries.

### **How Engineers Canada will contribute**

Engineers Canada will continue to contribute in the following ways:

- Monitor the government agenda, legislative initiatives, and proposed cyber security regulations to bring recommendations on demand-side legislation to the attention of the government.
- Request that decision-makers ensure that cyber security legislation retains explicit references to engineers and engineering in the interest of public safety across Canada.
- Actively identify opportunities to require input from engineers within federal legislation and regulations where such involvement would be in the public interest.
- Support the work of provincial and territorial regulators to enforce the engineering acts as they pertain to the practice of engineering disciplines impacting public safety.
- Through the Canadian Engineering Accreditation Board, advise undergraduate engineering programs in cyber security on how to meet the accreditation criteria.

# Professional Practice in Cyber Security

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## The engineering profession's position

- [Cyber security legislation must consider the need for engineer input in the development and maintenance of cyber security software, hardware, systems, and critical infrastructure](#)
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As the technology develops and as digital systems become more complex and sophisticated, so do the skills of individuals who attempt to undermine them. Significant cyber hacks and data breaches have become increasingly common today. In 2017, a Statistics Canada study outlined that approximately 21 per cent of Canadian businesses reported that they were impacted by a cyber attack incident that

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<sup>1</sup> The Economic Times (2019). "Definition of 'Cyber Security'." Retrieved October 3, 2019 from: <https://economictimes.indiatimes.com/definition/cyber-security>.

<sup>2</sup> Public Safety Canada (2018). "National Strategy for Critical Infrastructure". Retrieved May 29, 2020 from: <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/srtg-crtcl-nfrstrctr/index-en.aspx>

affected their day-to-day operations. They also found that 41 per cent of larger businesses were more than twice as likely than smaller businesses to have identified an impactful cyber incident.<sup>3</sup>

With the growing demand for cyber security professionals, and the immediate requirement to defend against future cyberattacks, it is important that the federal government remains vigilant in ensuring that engineers licensed with provincial or territorial regulators, namely engineers working in cyber security, who are experts in communications and safety, are involved in the design, implementation, and maintenance of cyber security software, hardware, systems and critical cyber infrastructure.

Engineers in specialized disciplines, at a minimum, have the same skills as other IT professionals but are held professionally and ethically accountable by [the engineering regulators through provincial and territorial legislation across Canada](#). Other IT professionals are not bound by a regulatory environment. Including engineers in the development and maintenance of ~~cyber security~~ software, hardware, systems and critical infrastructure will hold individuals accountable for the work that they do through the existing enforcement, investigation, and discipline process. Without the inclusion of engineers in this process, there is limited accountability, other than resorting to the justice system.

## How Engineers Canada has contributed

Engineers Canada actively participates in federal consultations regarding legislation and regulations that impact the work of engineers and address initiatives that require the expertise of an engineer.

~~Critical software and hardware are required to protect businesses, individuals, and the federal government from future cyberattacks. Engineers Canada, in collaboration with the provincial and territorial engineering regulators, developed a White paper on professional practice in software engineering,<sup>4</sup> which provides guidance to regulators regarding the scope and depth of software engineering—a key component of developing and protecting cyber systems. The white paper includes the following:~~

- ~~• An application of the definition of the practice of engineering to the software and hardware field, as well as indicators that an activity may involve the practice of software engineering that is only to be practiced by those so licensed as software engineers.~~
- ~~• An exploration of aspects that may be practiced by others in addition to software engineers.~~

In addition, engineering regulators in Canada exist to protect and enhance the public welfare. They set high professional and ethical standards, establish and maintain codes of conduct, and administer regulatory processes for engineers to ensure protection of the public and the natural environment.

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<sup>3</sup> Statistics Canada (2018). "Impact of cybercrime on Canadian businesses, 2017." Retrieved July 8, 2019 from: <https://www150.statcan.gc.ca/n1/daily-quotidien/181015/dq181015a-eng.htm>.

<sup>4</sup> Engineers Canada (2016). "White Paper on professional practice in software engineering." Retrieved July 9, 2019 from: <https://engineerscanada.ca/publications/white-paper-on-professional-practice-in-software-engineering>.

## Recommendations to the federal government

Engineers Canada was encouraged by the federal government's commitment towards protecting the critical cyber systems that underpin the infrastructure and services that are integral to the daily lives of Canadians through Budget 2019.

Engineers Canada supports the federal government's cyber initiatives, specifically the work of [The Canadian Centre for Cyber Security](#), to ensure a safe and secure cyberspace, which is important for the security, stability, and prosperity of Canada. To further support Canadians from future cyberattacks, the federal government should:

- Ensure that any legislation and regulations that refer to engineering work are prepared with the input from engineers licensed in accordance with provincial and territorial engineering acts.
- ~~Ensure that any legislation or regulations that refer to engineering, specifically computer, electrical, software or hardware engineering work, require in the legislation and regulations the involvement of an engineer in accordance with provincial or territorial engineering acts.~~
- Use demand-side legislation to drive the need for engineering work to be performed by individuals who are licensed to do so, thereby encouraging compliance with professional regulatory legislation.
- Further develop, clarify and enforce regulations, rules, cyber security guidelines, and standards regarding the development and maintenance of critical ~~cyber security~~ infrastructure to require licensed practitioners perform work that protects the public when safety management and regulatory compliance is delegated to federally regulated industries.

## How Engineers Canada will contribute

Engineers Canada will continue to contribute in the following ways:

- Monitor the government agenda, legislative initiatives, and proposed cyber security regulations to bring recommendations on demand-side legislation to the attention of the government.
- Request that decision-makers ensure that cyber security legislation retains explicit references to engineers and engineering in the interest of public safety across Canada.
- Actively identify opportunities to require input from engineers within federal legislation and regulations where such involvement would be in the public interest.
- Support the work of provincial and territorial regulators to enforce the engineering acts as they pertain to the practice of engineering disciplines impacting ~~cyber security public safety~~.
- ~~Educate and inform relevant federal government officials and other stakeholder groups of the benefits of understanding and complying with the contents of the *White paper on professional practice in software engineering*.~~
- Through the Canadian Engineering Accreditation Board, advise undergraduate engineering programs in cyber security on how to meet the accreditation criteria.



## BRIEFING NOTE: For information

<b>2021 draft budget</b>		<b>4.1</b>
Purpose:	To provide the 2021 draft budget to the Board for information and discussion in advance of approval in December 2020.	
Link to the strategic plan:	Board responsibility 1: Hold itself and its direct reports accountable Board responsibility 3: Provide ongoing and appropriate strategic direction	
Prepared by:	Stephanie Price, Executive Vice President Regulatory Affairs	
Presented by:	Dwayne Gelowitz, Director from Saskatchewan and Chair of the FAR Committee	

### Background

- The Board is required to ensure that an annual budget is developed that outlines the resources required to enable the strategic plan.

### Status update

- On August 14, 2020 the Finance, Audit, and Risk (FAR) Committee reviewed the draft budget and provided feedback, which has been incorporated.

### Next steps

- The Board will provide feedback on the draft 2021 budget prior to presentation for approval at their meeting on December 7.

### Appendices

- 2021 draft budget and portfolio detail analysis documents are included as appendices.

## Engineers Canada budget 2021

This draft budget is presented for the information of the Board on October 2, 2020. Approval of the 2021 budget will be sought at the December meeting.

### Highlights

- a) The 2021 budget includes \$11.0 million in revenue and \$11.9 million in expenses.
- b) Capital expenditures for 2021 are estimated to be \$59,500.
- c) The significant projects to be funded from reserves are the Accreditation Improvement Program (AIP), the International Institutions and Degrees Database (IIDD) improvement project, the Competency-based assessment project, the Space program (IT infrastructure), and the National Membership Database (NMDB) improvement project. This results in total project-related spending of \$876,000 in 2021.
- d) Based on the projected expenses and revenues, it is proposed that the Board recommend to the Members that the 2023 per capita assessment fee remain at \$10.21 per licence holder.

### 2021 Budget summary

The proposed 2021 budget is a deficit budget of \$922,407. Note that \$875,510 of total spending relates to significant projects, which are to be funded by drawing down on reserves. With significant projects excluded, the operating budget is in a \$46,897 deficit position. This deficit is due to a one-time request from the Qualifications Board to hold an additional face-to-face meeting in 2021. More details of this expense are included in the portfolio detail analysis sheet on Secretariat expenses (page 105).

Expenditures have two main components: operating expenses and expenditures related to large projects. The 2021 operating expenses are \$11.1 million, a slight reduction from 2020 (operating expenses of \$11.3 million).

Revenues are to see a decrease of \$322,429 compared to the 2020 budget. The 2020 budget included an additional \$544,000 of TD affinity revenues related to APEGA's exit from the TD affinity program, and the loss of this income in 2021 is partially offset by an overall increase in the 2021 affinity revenues, and investment income.

## **Process and estimates**

Engineers Canada annual budget preparation begins with the determination of the specific initiatives that will be carried out in the upcoming year. These initiatives are proposed by individual managers and reviewed by senior management for alignment with strategic priorities. Once initiatives have been approved, cost estimates are prepared and reviewed. Once review by senior management is completed, a draft is then presented for review to the Finance, Audit, and Risk committee.

The following estimates and assumptions have been used in the development of the budget:

- Annual dues calculated based on membership projections provided by provincial regulators.
- TD home and auto insurance program revenues are calculated using estimates provided directly by TD.
- As per our contract with TD, affinity revenue received from TD that would have gone to APEGA had they continued to be an eligible regulator will be used by TD to market the home and auto insurance program in Alberta.
- The human resources (HR) budget (part of the Corporate Services portfolio) includes:
  - 45 full time employees (FTEs)
  - salary adjustments based on a salary band review for some employees, with others receiving a 0.6% cost of living increase.
  - 3% bonus pool
- The capital budget is developed based on a review of the organization's infrastructure needs including physical facilities and IT.

## 2021 Budget

The 2021 budget has been structured to show the planned allocation of resources to each of the operational imperatives and strategic priorities as defined in the [2019-2021 Strategic plan](#). Additional detail on planned spending per portfolio is provided in appendices.

**Table 1 – 2021 Budget**

Category	2021 Budget	2020 Budget	2021 Budget vs 2020 Budget \$	Notes
<b>Revenues:</b>				
Revenue - Corporate services (Member assessments)	3,555,419	3,503,579	51,840	1
Revenue - National programs (Affinity programs)	7,373,800	7,741,002	(367,202)	2
Revenue - Outreach	84,600	91,667	(7,067)	
<b>Total revenues:</b>	<b>11,013,819</b>	<b>11,336,248</b>	<b>(322,429)</b>	
<b>Operating expenses:</b>				
Accreditation	324,888	316,467	(8,421)	
Fostering working relationships	144,969	140,808	(4,161)	
Service and tools	110,550	85,000	(25,550)	3
National programs	871,488	1,513,146	641,658	4
Advocating to the federal government	94,754	94,754	-	
Research and regulatory changes	110,000	43,273	(66,727)	5
International mobility	191,720	155,170	(36,550)	6
Promotion and outreach	469,233	427,800	(41,433)	7
Diversity and inclusion	222,450	220,750	(1,700)	
Protect official marks	146,808	107,460	(39,348)	8
Secretariat services	1,322,103	1,232,828	(89,275)	9
Corporate services	7,051,753	6,995,362	(56,390)	10
<b>Total operating expenses</b>	<b>11,060,716</b>	<b>11,332,819</b>	<b>272,103</b>	
<b>Operating surplus/(deficit)</b>	<b>(46,897)</b>	<b>3,429</b>	<b>(50,326)</b>	
<b>Projects spending:</b>				
Accreditation -Accreditation Improvement Program	251,078	337,710	86,632	11
Corporate services - Space Program	12,900	34,605	21,705	12
International mobility - IIDD one-time project	96,000	128,000	32,000	13
Service and tools - Competency-Based Assessment Project	164,082	305,858	141,776	14
Service and tools - National Membership DB project	351,450	32,000	(319,450)	15
Strategic plan priorities	-	-	-	
<b>Total project spending</b>	<b>875,510</b>	<b>838,173</b>	<b>(37,337)</b>	
<b>Surplus/(deficit)</b>	<b>(922,407)</b>	<b>(834,744)</b>	<b>(87,663)</b>	

## Notes on 2021 budget vs 2020 budget

1. The \$51,840 increase is mainly due to an increase in anticipated investment income based on guidance from RBC.
2. The decrease of \$322,429 is due to the 2020 budget including an additional \$544,000 of TD affinity revenues related to APEGA's exit from the TD affinity program in the second half of 2019, partially offset by an overall increase in affinity revenues.
3. This increase is due to an increase in the cost of CEQB work plan priorities, as currently proposed.
4. The decrease is due to the 2020 budget including: \$642,000 in expenditures to promote the TD affinity program in Alberta. It should be noted that this expenditure was not, and will not be, incurred by Engineers Canada in 2020; our contract with TD states that the affinity revenue received from TD that would have gone to APEGA had they continued to be an eligible regulator will be retained by TD and used to market the TD affinity program in Alberta.
5. This increase is due to the regulatory research sub-strategy being fully implemented. In 2020 and 2019 the sub-strategy was under development and it was approved in May 2020. The costs will allow for the development of two research paper and one investigation into an emerging area of engineering practice.
6. The increase is due to the creation of a new group of regulator representatives to advise on our work with the International Engineers Alliance, as well as improvements to our international mobility register. Both items are included in the new international mobility sub-strategy which is presented at this meeting for approval.
7. The increase is due to 2020 award recipients being invited to attend the 2021 Awards Gala; and increased travel expenses for the Awards Committee, as the committee no longer has Board directors as members.
8. The increase is due to a backlog at the Trademark Office in previous years, which is currently being cleared. This results in more contentious trademark applications and associated external legal costs to oppose them.
9. The increase is due to a request for a one-time QB interim meeting in January (\$51K), coupled with planned FAR committee meeting in Ottawa for budget review, and added COVID related costs for all meetings (PPE's, etc.)
10. The \$56,390 increase is due to the cost of living increase on salaries, offset by a reduction in anticipated amortization expense.
11. The Accreditation Improvement Program will carry forward to 2021, with some work deferred from 2020 due to the coronavirus. The project will conclude in 2021.
12. The Space Program will be bringing forward allocated budget from 2020 into 2021, with some work deferred from 2020 due to coronavirus. The project will conclude in 2021.
13. The International Institutions and Degrees Database improvement project has some costs move from 2020 to 2021 due to delays associated with the coronavirus. The project will conclude in 2021.
14. The Competency Based Assessment project was originally intended to conclude in 2020 but will carry forward to 2021 due to delays associated with the coronavirus. The project will conclude in 2021.
15. The National Membership Database improvement project will be fully underway in 2021 with development by an external contractor. In 2020 the project costs covered only planning and development of a request for proposals.

## 2021 Budget – Total expenses by strategic goal, including staff costs

The following table is provided for analysis purposes. It shows proposed 2021 spending by strategic goal including the staff costs as represented in the Corporate Services budget.

**Table 2 – 2021 Budget with staff allocations**

Category	Expenses	HR component	Total	Allocation	Weight <sup>1</sup>	Notes
OI 1 - Accreditation	575,966	752,346	1,328,312	12%	4	2
OI 2 - Fostering working relationships	144,969	110,234	255,203	2%	3	
OI 3 - Services & Tools	626,082	392,554	1,018,636	9%	3	3
OI 4 - National Programs	176,200	386,791	562,991	5%	1	4
OI 5 - Advocating to the Fed. Gov't.	94,754	297,231	391,985	4%	2	
OI 6 - Research	110,000	100,560	210,560	2%	2	
OI 7 - Int'l Mobility	287,720	345,155	632,875	6%	1	
OI 8 - Promoting the profession	469,233	206,449	675,682	6%	2	
OI 9 - Diversity & Inclusion	137,850	262,040	399,890	4%	4	5
OI 10 - Protect official marks	146,808	30,014	176,822	2%	1	
Secretariat services	1,322,103	352,720	1,674,823	15%		
Corp Services	1,607,746	2,220,812	3,828,558	34%		
<b>Total:</b>	<b>5,699,432</b>	<b>5,456,906</b>	<b>11,156,338</b>	<b>100%</b>		

### Notes

- 1 Weight reflects the importance of the portfolio assigned by the Board. 4 is highest (most important) and 1 is lowest.
- 2 Includes accreditation business and Strategic priorities 1 (Accreditation Improvement Program) and 2 (Accountability in Accreditation)
- 3 Includes CEQB work, the National Membership Database, and Strategic priority 4 (Competency Based Assessment project)
- 4 Net expense with adjustment for related revenues of \$695,288
- 5 Includes indigenous work and Strategic priority 3 (Women in Engineering). Net expense with adjustment for related revenues of \$84,600

## 2021 Capital budget

**Table 3 – Capital budget**

Asset type	2021 Budget	2020 Budget
Office furniture and equipment	\$15,000.00	\$31,500.00
Computer hardware	\$13,000.00	\$58,700.00
Leasehold Improvements (including workstations)	\$31,500.00	\$17,000.00
<b>Total:</b>	<b>\$59,500.00</b>	<b>\$107,200.00</b>

In 2021 the capital budget will be used to replenish computer hardware. In addition, office furniture and equipment will be purchased to improve the connectivity of several of our meeting spaces and work on lighting and cupboards will also be carried out. The connectivity, lighting, and cupboard were planned for 2020 but could not be carried out in 2020 due to the coronavirus-related office closure.

### Status of reserves

Board policy 7.6 Reserve Funds (soon to be replaced by Board policy 7.12 Net Assets) requires that the total of all reserve funds must not become so large as to threaten the not-for-profit status of Engineers Canada, nor to give the regulators reason to question whether member assessments are excessive. The Board’s net asset structure further defines the categories of reserves and their target levels.

**Table 4 - Reserves**

Year	Net assets	Four-year rolling operational reserve	General Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes	
<b>2020</b>	2020 Opening balance	4,000,000	1,325,000	-	-	407,896	6,079,152	11,812,048	1	
	Adjustment to net asset structure (Board-approved Feb 2020)	(4,000,000)	175,000	2,000,000	2,500,000		(675,000)			
	Additions to capital assets					107,200	(107,200)			
	Amortization of capital assets					(149,599)	149,599			
	Amortization of leasehold inducements					42,684	(42,684)			
	Projected 2020 surplus/(deficit) based on 2020 Q2 forecast						2,535,817			
	<b>Projected 2020 closing balance</b>		<b>-</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>408,181</b>	<b>7,939,684</b>	<b>14,347,865</b>	
<b>2021</b>	Additions to capital assets					59,500	(59,500)			
	Amortization of capital assets					(165,505)	165,505			
	Amortization of leasehold inducements					42,684	(42,684)			
	Projected 2020 surplus/(deficit)						(922,407)			
	<b>Projected Sub-total at end of 2021</b>		<b>-</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>344,860</b>	<b>7,080,598</b>	<b>13,425,458</b>	3
	Potential increase (TD affinity program PEO)						2,619,901		2	
<b>Projected 2021 closing balance (Incl. potential TD increase)</b>		<b>-</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>344,860</b>	<b>9,700,499</b>	<b>16,045,359</b>	4	
<b>2022</b>	Additions to capital assets					100,000	(100,000)			
	Amortization of capital assets					(168,815)	168,815			
	Amortization of leasehold inducements					42,684	(42,684)			
	Projected 2022 surplus/(deficit)						(1,744,686)			
	<b>Projected Sub-total at end of 2022</b>		<b>-</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>318,729</b>	<b>5,362,044</b>	<b>11,680,772</b>	3
Potential increase (TD affinity program PEO)						2,845,685		5		

Year	Net assets	Four-year rolling operational reserve	General Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes
	<b>Projected 2022 closing balance (Incl. potential TD increase)</b>	-	1,500,000	2,000,000	2,500,000	318,729	10,827,630	17,146,358	4
2023	Additions to capital assets					100,000	(100,000)		
	Amortization of capital assets					(172,191)	172,191		
	Amortization of leasehold inducements					42,684	(42,684)		
	Projected 2023 surplus/(deficit)						(4,220,363)		
	<b>Projected Sub-total at end of 2023</b>	-	1,500,000	2,000,000	2,500,000	289,221	1,171,188	7,460,410	3
	Potential increase (TD affinity program PEO)						3,094,216		5
	<b>Projected 2023 closing balance (Incl. potential TD increase)</b>	-	1,500,000	2,000,000	2,500,000	289,221	9,730,990	16,020,212	4

Note 1 - Agreed to 2019 audited financial statements

Note 2 - See paragraph below for additional information

Note 3 - Amount excludes potential increase to unrestricted reserves - PEO TD affinity program (2021, 2022 and 2023)

Note 4 - Amount includes potential increase to unrestricted reserves - PEO TD affinity program (2021, 2022 and 2023)

Note 5 - Estimate based on 5-year affinity program forecast provided by TD

At the end of 2020 it is expected that total net assets will amount to \$14.3 million with the unrestricted reserves at \$7.9 million. By the end of 2021, total net assets will increase to \$16.0 million and unrestricted reserves will be at \$9.7 million dollars. These numbers assume that PEO continues to not participate in the TD affinity program.



### Three-year projection: 2021 -2023

The following table shows projections on future revenues and expenditures for the years 2021-2023.

**Table 5 – Three-year projection**

Category	2021	2022	2023	Notes
<b>Revenues:</b>				
Revenue – Corporate services	3,555	3,580	3,601	1
Revenue – National programs	7,374	7,438	7,514	2
Revenue – Outreach	85	77	78	
<b>Total revenues:</b>	<b>11,014</b>	<b>11,095</b>	<b>11,193</b>	
<b>Operating expenses:</b>				
Accreditation	325	311	316	
Fostering working relationships	145	148	154	
Service and tools	111	96	96	3
National programs	871	876	893	
Advocating to the federal government	95	97	99	
Research and regulatory changes	110	112	114	
International mobility	192	154	129	4
Promotion and outreach	469	477	486	
Diversity and inclusion	222	227	231	
Protect official marks	147	150	153	
Secretariat services	1,322	1,299	1,322	5
Corporate services	7,052	7,263	7,409	6
<b>Total operating expenses</b>	<b>11,061</b>	<b>11,209</b>	<b>11,403</b>	
<b>Operating surplus/(deficit)</b>	<b>(47)</b>	<b>(115)</b>	<b>(210)</b>	
<b>Projects spending:</b>				
Accreditation - Accreditation Improvement Project	251	-	-	7
Corporate services - Space Program	13	-	-	7
International mobility - IIDD one-time project	96	-	-	7
Service and tools - Competency-Based Assessment Project	164	-	-	7
Service and tools - Nat'l Membership DB project	351	-	-	7
Strategic plan priorities	-	1,630	4,010	8
<b>Total project spending</b>	<b>876</b>	<b>1,630</b>	<b>4,010</b>	
<b>Surplus/(deficit)</b>	<b>(922)</b>	<b>(1,745)</b>	<b>(4,220)</b>	

## Notes on projections

1. Annual dues show a slight increase supported by slight growth projected by some regulators, coupled with slight increases in investment income.
2. TD affinity revenues are based on the 5-year projections provided by TD, which call for a 1.3%, and 1.5% increase in 2022, 2023 respectively for Engineers Canada Portion. Revenue projections do not include any funds that would come to Engineers Canada as a result of PEO not joining the TD affinity program.
3. The decrease in costs in 2022 and 2023 is due to a decrease in the CEQB's workload.
4. This reduction is due to an anomaly in 2021 when we plan to receive visitors from the Washington Accord to monitor our accreditation visits and decision meeting. This occurs only once every six years.
5. 2020 includes one-time costs proposed due to SP3 and OP9 sub-strategies implementation that are not included in 2021 and 2022. 2022 is lower than 2021 due to a projected reduction in sponsorship costs.
6. Variance year over year is a result of annual increase (cost of living allowance) to salaries, bonus and related payroll taxes
7. These projects will be completed in 2021
8. Contingency presented as a line item to reflect the potential for new strategic priorities as currently proposed to the Board

## Assumptions

These projections assume Engineers Canada maintaining a similar scope of work and strategic direction 2021 through 2023.

A 2% inflation rate was assumed in preparing projection of operating expenses.

2022-2023 projections are based on currently available information. Although these projections estimate an operating deficit in 2022 and 2023, Engineers Canada will develop a balanced operating budget (Revenues = Operating expenditures) for each upcoming year through the annual budgeting process.

**Note that a new strategic plan will come into effect in 2022 and could potentially cause changes to scope and direction of initiatives carried out by Engineers Canada.**

## Proposed 2023 Per Capita Assessment Fee

As per regulator request, the Board must provide a proposal for the 2023 per capita assessment fee as well as projections for the 2024 and 2025 per capita assessment fees. The proposed per capita assessment fee has been established with due consideration of expenses (operating, project, and strategic) and revenue. The following assumptions were made in the calculation of the proposed per capita assessment fee:

1. The revenue received from assessment fees is based on the estimates from regulators up until 2023 and is held constant after that point at 310,182 licence holders.
2. The revenue received from affinity programs is based on projections from the program providers.
3. PEO will not avail itself of the approximately \$2.6M in affinity revenue that is available to them in 2021. In future years, it is assumed that PEO will avail itself of the affinity revenue.
4. Operating expenses will increase at a rate of 2% per year.
5. Spending on the 2022-2024 strategic priorities is based on the currently proposed priorities. This includes a national media campaign.

6. Spending in 2025 on the new strategic priorities is \$3.0M per year. This figure is based on the annual average cost proposed for the 2022-2024 strategic priorities.

Based on the above assumptions, it is recommended that the per capita assessment fee remain at \$10.21. This would result in unrestricted reserves of \$3.8 million at the end of 2023. This is above the Board-mandated minimum of \$1.0 million. This recommendation reflects the Board's desire to be cautious, especially with the currently large number of assumptions.

For 2024 and 2025, it is expected that the per capita assessment fee will remain at the same level or decrease, unless the affinity situation with PEO changes.

By December 2020, the content of the strategic plan will be better defined, and we may have direction from PEO regarding the 2021 affinity revenue. As a result, some assumptions could be confirmed and there could be more certainty regarding the larger items affecting reserve levels. It is suggested that the Board re-visit this recommendation at that time.

## Revenue

### Detail analysis

**Description:** Engineers Canada revenues are made up two main components: affinity program sponsorships and the annual dues received from provincial regulators. These two components are expected to make up 87% of the 2021 revenues. The remaining portion contains revenues that are for specific endeavours which have related expenses such as the Secondary Professional Liability Insurance Program (SPLIP), the Awards Sponsorships for the Annual Meeting of Members, Future City funding, CEEC, and EDC revenues. These five components make up 9% of total revenues. The final 4% of revenues are made up of income and appreciation of investments, rent revenue, and interest earned on bank balances.

### Budget details

Number	Description	2021 budget	2020 budget	Change
1	Affinity and Insurance Programs Revenue	6,491,012	6,875,183	(384,171)
2	Provincial Annual Dues Revenue	3,135,403	3,134,399	1,004
3	SPLIP Revenue	695,288	678,319	16,969
4	Investment Income	190,000	150,000	40,000
5	Awards Sponsorship Revenue	175,000	175,000	-
4	Changes in the Fair Value of Invest	159,120	150,000	9,120
6	CEEC Cord.	75,000	75,000	-
7	EDC Revenue	37,516	35,000	2,516
8	Rent Revenue	30,180	30,180	-
9	Future City Revenue	9,600	16,667	(7,067)
10	AGM Sponsorship Revenue	12,500	12,500	-
11	Other Revenue	2,000	2,000	-
12	Interest Bank Accts (CND) Revenue	1,200	2,000	(800)
	<b>Total:</b>	<b>11,013,819</b>	<b>11,336,248</b>	<b>(322,429)</b>
13	Potential additional Affinity Program revenues	2,619,901	2,300,000	319,901
	<b>Total Revenue including potential additional Affinity Program revenues:</b>	<b>13,633,720</b>	<b>13,636,248</b>	<b>(2,528)</b>

### Rationale for 2021 budget:

1. The affinity program revenues for 2021 are determined by the agreements signed, the largest of which is the TD home and auto insurance program. 2018 was the first year of a 12-year agreement with TD for the home and auto insurance program. The TD revenues are calculated based upon the total written premium value for 2020. This figure will not be known with certainty until early in 2021. The 2021 estimate is based upon total written premium projections provided by TD.
2. The annual dues from provincial regulators are calculated based on the annual membership level estimates received from each regulator. Based on the 2021 membership projections received, Engineers Canada expects a slight increase in annual dues in 2021.
3. SPLIP program revenues are based on estimates for 2021 participation levels. These estimates show slight increase from 2020. This is a flow-through revenue which is offset by an equivalent expenditure.
4. The investment income is up \$49K based on the recent projections provided to us by our investment advisors at RBC.

5. Awards sponsorships are the same as in 2020. This is a flow-through revenue which is offset by an equivalent expenditure.
6. Canadian Engineering Education Challenge (CEEC) is made up funds collected from 10 HEIs. This is a flow-through revenue which is offset by an equivalent expenditure, with the funds going towards the costs of the CEEC National Coordinator position housed at McMaster University.
7. The EDC revenue is a flow-through revenue that is offset by an equivalent expenditure.
8. These revenues are from renting out space at Engineers Canada office. No change from 2020.
9. These are funds to support the Future City project. The amount is lower in 2021 due to changes to the funding provided in the multi-year funding agreement. This is a flow-through revenue which is offset by an equivalent expenditure.
10. No change in 2021. This is a flow-through revenue which is offset by an equivalent expenditure.
11. No change in 2021.
12. Slight decrease from 2020.
13. This amount represents the potential additional revenue for Engineers Canada in 2021 should PEO decide not to join the TD affinity program by the end 2020.

## Accreditation 2021 Portfolio detail analysis

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

**Description:** This portfolio contains all the work in Operational imperative 1 (the regular business of the CEAB), and strategic priorities SP1 (Accreditation Improvement Program, assigned to the CEO) and SP2 (Accountability in Accreditation, assigned to the CEAB).

### Budget details:

Cost element	2021
1. Accreditation business (OP1)	283,288
2. Accreditation Improvement Program (SP1)	251,078
3. Accountability in Accreditation (SP2)	41,600
<b>Totals</b>	<b>575,966</b>

### Rationale for 2021 budget:

1. This includes the costs for program visits, the costs for training of visitors and staff from the higher education institutions (HEIs), and the cost of the work to develop, maintain, and improve accreditation criteria and procedures with key stakeholder groups.
2. This project, whose first year was approved by the Board in the 2018 budget approval, is captured in Strategic Priority 1 and is assigned to the CEO. It includes the development of a new software tool to manage accreditation data, improvements to the training and communications associated with accreditation, and the development of a continual improvement process for accreditation. Due to resource constraints from the software provider, the project is behind schedule and some costs have moved from the 2020 budget into that of 2021.
3. The 2020 annual objectives (defined in [Strategic Priority 2](#) – page 11) were to conduct a first assessment and make necessary improvements, while the 2021 objectives were to continue the measurement and improvement cycles. These objectives do not align with the academic year, which is the basis for each measurement cycle. Further, the 2020/2021 visits will only include new programs (due to COVID-19 restrictions). The 2021 budget therefore includes support from the consultant to assess the results of the first measurements. After this year, Accountability in Accreditation will become part of the operational work of the Accreditation Board.

### Considerations for the Board:

- The CEAB's total 2021 budget is \$838,932 versus \$824,757 in 2020. Costs for Secretariat Services (i.e. the costs to host the regularly occurring CEAB meetings) are included in the *Secretariat Services* Portfolio.

**Fostering relationships among the regulators  
2021 Portfolio detail analysis**

**Portfolio:** Fostering relationships between the engineering regulators’ staff and volunteers.

**Description:** Contains all of the work under Operational imperative 2, including supporting the officials' groups and the CEO Group and their work plans.

**Budget details:**

Cost element	2021
1. Officials groups	114,371
2. Presidents Group	2,400
3. CEO Group	28,198
<b>Totals</b>	<b>144,969</b>

**Rationale for 2021 budget:**

1. This includes the costs to host one face-to-face meeting with each of the National Practice Officials Group and the National Discipline & Enforcement Officials Group, as well as two face-to-face meetings for the National Admissions Officials Group. This also includes travel costs to support delivery of the items identified in their work plans.
2. This includes the costs to host one-day meetings of the Presidents Group in conjunction with the Annual Meeting of Members and the fall Engineers Canada Board meeting.
3. This includes the costs for hosting the CEO Group meetings, as well as support for airfare costs for regulators with less than 2,500 registrants (Engineers PEI, NAPEG, and Engineers Yukon) to attend the February meeting, the airfare and accommodation costs for the same regulators to attend the July meeting, and the airfare costs for regulators with between 2,500 and 10,000 registrants to attend the July meeting.

**Considerations for the Board:**

- These meetings are a valuable service in the eyes of the regulators and a key opportunity for Engineers Canada staff to collaborate with them at the staff level.

**Providing services and tools for regulation and professional practice  
2021 Portfolio detail analysis**

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

**Description:** This portfolio contains all of the work in Operational imperative 3, including the work plan of the Qualifications Board (CEQB), the National Membership Database (NMDB), and Strategic Priority 4, the Competency-Based Assessment (CBA) project.

**Budget details:**

Cost element	2021
1. CEQB work plan items (as currently proposed)	110,550
2. National membership database	351,450
3. Competency-Based Assessment project (SP4)	104,082
<b>Totals</b>	<b>626,082</b>

**Rationale for the 2021 budget:**

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

Guideline for engineers and engineering firms on diversity and inclusion	Carried forward	\$15,000
Engineers Canada paper on software engineering	Carried forward	\$0
New aeronautical and aerospace engineering syllabus	Carried forward	\$0
Guideline for engineers and engineering firms on the topic of Indigenous consultation and engagement	New for 2020	\$60,000
Feasibility study on alternative academic assessments for non-CEAB graduates	New for 2020	\$30,000
Updates to syllabi	Carried forward	\$0
Liaison with the regulators (officials groups and individual regulators) and translation costs	n/a	\$5,550
<b>TOTAL</b>		<b>110,550</b>

2. This includes costs for a new tool to replace the existing National Membership Database (NMDB) which is hosted on aging servers that will not be supported for security updates beyond 2023. Engineers Canada is working with regulators to finalize requirements and issue a request for proposals. A contractor will be selected in 2020 and the new tool will be developed in 2021.
3. These costs include the development fees paid to Engineers and Geoscientists BC as well as costs to support the Users Group and to develop and implement Canadian competencies in the national Competency Based Assessment (CBA) tool. The project had originally been foreseen to finish in 2020, but due to COVID-19 resource limitations of the regulators in 2020, some work will carry forward to 2021.



**Considerations for the Board:**

- The CEQB's total 2020 budget is \$313,182, versus \$243,405 in 2020. Costs for secretariat services (i.e. the costs to host the regularly-occurring CEQB meetings) are included in the Secretariat Services portfolio.
- The CEQB uses consultants to support the delivery of their work plan items. This allows for a high quality of documents, while managing workload for staff.
- The majority of work undertaken by the CEQB is multi-year. The guidelines on diversity and indigenous consultation, as well as the feasibility study, will all carry forward with costs in 2022 and beyond.
- The National membership database (NMDB) is a tool used by regulators to facilitate the licensure of individuals who are already licensed by another Canadian jurisdiction. Eleven regulators access the NMDB to check the licensure status of such applicants, and five regulators upload data about their own applicants (with four others working to join this group). The CEO Group and the National Admissions Officials Group have been involved in the decision to replace the tool and a subset of the NAOG will advise on the development the tool.
- The Board has previously authorized spending \$1M from reserves for the Competency-Based Assessment project (Motion #5442). Engineers Canada has signed a \$650,000 contract and a \$100,000 amendment (to add Canadian competencies) with Engineers & Geoscientists BC to re-develop their online assessment tool into a national tool. Despite being behind schedule, the project remains within budget.

**Offering national programs  
2021 Portfolio detail analysis**

**Portfolio:** Offering national programs

**Description:** This portfolio contains the items from Operational imperative 4 which relate to the costs for the affinity programs.

**Budget details:**

Cost element	2021
1. Affinity programs	\$171,200
2. Secondary Professional Liability Insurance Program (SPLIP)	\$700,288
<b>Totals</b>	<b>\$871,488</b>

**Rationale for 2021 budget:**

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

**Considerations for the Board:**

- No additional considerations.

## Advocating to the federal government 2021 Portfolio detail analysis

**Portfolio:** Advocating to the federal government

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

**Budget details:**

Cost element	2021
1. Legislative monitoring	\$36,800
2. Hill Day 2021	\$38,790
3. Public Affairs Advisory Committee	\$12,117
4. Public policy initiatives	\$4,747
5. Federal government panels	\$2,300
<b>Totals</b>	<b>\$94,754</b>

**Rationale for 2021 budget:**

This includes budget for all advocacy activities including ongoing activities and activities recommended in the OP5 sub-strategy:

1. Legislative monitoring: retention of a public affairs firm to ensure better monitoring of federal legislation affecting the regulation of engineering and the engineering profession
2. Hill Day: the cost of Hill Day, which is anticipated to be held in the spring of 2021, after the federal budget.
3. Public Affairs Advisory Committee: the cost of the three in-person meetings, which are held at the same time as the in-person Board meetings to reduce cost.
4. Public policy initiatives and translation services: the costs of public policy initiatives (travel cost for meetings with parliamentarians, registration to events, etc.) and translation services
5. Federal government panels: the costs associated with travelling to participate and represent Engineers Canada in meetings of federal committees and consultation panels outside Ottawa where travel costs are not covered by government. This includes, for example, meetings of the Natural Resources Canada Adaptation Panel Plenary held in the spring and fall.

**Considerations for the Board:**

- The COVID-19 pandemic is seeing the federal government shift its focus to addressing the economic and social impacts of the pandemic, forcing the public affairs and government relations team to adjust their work to address these unique circumstances. Nevertheless, regular program work advocating to, and maintaining positive relations with, the federal government will be extremely important in 2021 to ensure that we remain a trusted advisor on issues related to the regulation of engineering and on key issues for the engineering profession.

**Monitoring, researching, and advising on engineering and regulation  
2021 Portfolio detail analysis**

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

**Description:** This portfolio contains all of the work in Operational imperative 6: monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.

**Budget details:**

Cost element	2021
1. Emerging areas of practice	\$22,000
2. Educational events and conferences	\$10,000
3. Research papers	\$78,000
<b>Totals</b>	<b>\$110,000</b>

**Rationale for 2021 budget:**

1. This includes costs to support an advisory group of experts and consultants in the development of information for the regulators on autonomous systems.
2. This represents an allowance for participation at three educational events.
3. This includes the cost to support two advisory groups of experts and consultants in the development of two new regulatory research papers on the regulation of engineering entities, and on the non-practising status of licence holders.

**Considerations for the Board:**

- This portfolio of work is as per the new sub-strategy on regulatory research approved by the Board in May 2020.
- The regulators were consulted in the selection of the topics for the emerging areas paper and the research papers, and will participate on the advisory groups.

## International mobility of engineering work and practitioners 2021 Portfolio detail analysis

**Portfolio:** International mobility of engineering work and practitioners

**Description:** This portfolio contains the items under Operational imperative 7, including memberships in and attendance at international organizations and their conferences, maintenance and development of mobility agreements at both the academic and full professional level, maintenance and improvements to our foreign credential recognition tools (EngineerHere website, International Institutions and Degrees Database, and customer support to regulators and the public), as per the draft sub-strategy being presented at this meeting for Board approval.

### Budget details:

Cost element	2021
1. US-based organizations (ABET, NSPE, NCEES)	24,150
2. International organizations (IEA)	91,350
3. Foreign credential recognition tools	118,520
4. IEA governance and mobility register	53,700
<b>Totals</b>	<b>287,720</b>

### Rationale for 2021 budget:

1. This includes the costs for two people (one staff, and one volunteer) to attend the annual meeting of each of these organizations: ABET (the US accreditation board), the National Society of Professional Engineers (NSPE), and the National Council of Examiners in Engineering and Surveying (NCEES).
2. This includes the costs for four people to attend the annual meeting of the International Engineering Alliance (IEA) in Killarney, Ireland as well as the annual membership fees. It also includes the costs for Engineers Canada to host a monitoring team from the Washington Accord who will be performing the periodic review of the Accreditation Board's accreditation process. Reviews are conducted every six years and are paid for by Engineers Canada. Due to COVID-19, our 2020 review was delayed to 2021. We have been assigned reviewers from the UK, Japan, and Turkey.
3. This includes the cost to maintain and improve the International Institutions and Degrees Database (IIDD) as well as the cost of upkeeping the EngineerHere website and implementing regulator-requested updates. The IIDD improvement project started in 2020 and will conclude in 2021.
4. This includes the cost to establish and maintain an advisory committee of regulator staff to inform our feedback and actions at the IEA meeting. It also includes the cost to improve the online interface and back-end tools used to maintain the mobility register. Maintaining a register is a condition of membership in the International Professional Engineers' and APEC Engineers' agreements.

### Considerations for the Board:

- This scope of work reflects the DRAFT sub-strategy which is presented to the Board at this meeting for approval. If changes are made to the sub-strategy, they will be reflected in the final, proposed budget which will be presented to the Board in December 2020.

**Promoting recognition of the value of engineering and sparking interest in the  
next generation  
2021 Portfolio detail analysis**

**Portfolio:** Promotion and outreach

**Description:** This portfolio contains all of the work under Operational imperative 8 (OP8) to foster recognition of the profession (promotion) and to spark interest in the next generation of engineers (outreach), including implementation of a new sub-strategy for the portfolio; operation of the awards, scholarships, and fellowships programs; and implementation of the results of the review of the awards program and scholarships program.

**Budget details:**

Cost element	2021
1. Promotion and outreach	\$193,083
2. Awards, scholarships, and fellowships	\$276,150
<b>Totals</b>	<b>\$469,233</b>

**Rationale for 2021 budget:**

1. This budget includes: K-12 Development (Girl Guides Canada, Scouts Canada, Future City), Engineering Student Development (Canadian Federation of Engineering Students, EngiQueers), National Collaborative Outreach Initiatives (National Engineering Month, Online Social Media Working Group, OneHub Community of Practice), the flow-through cost for the Canadian Engineering Education Challenge (CEEC), and Joint Thought Leadership (Sustainability in Practice MOOC, Digital Engagement Working Group, Explore Engineering website, Benchmark Research).
2. This budget includes operation of the awards program, the scholarship program, and the fellowship program. The Awards program has an increased spend from the previous year for two reasons. First, the 2020 Awards Gala was cancelled and so the year’s recipients will be invited to have their award presented to them at the 2021 Awards Gala. Second, with board directors no longer serving on operational committees, travel expenses for meetings are expected to increase as those committee members’ travel expenses will not come from the board meeting budget. The majority of the awards and scholarship expenditures are offset by contributions through sponsorship of the spring meetings.

**Considerations for the Board:**

- No additional considerations.

**Promote diversity and inclusion in the profession  
2021 Portfolio detail analysis**

**Portfolio:** Diversity and inclusion

**Description:** This portfolio contains Strategic Priority 3 (SP3) and Operational imperative 9 (OP9), including ongoing work and the implementation of sub-strategies and action plans for diversity and inclusion work.

**Budget details:**

Cost element	2021
1. SP3: work arising from SP3 sub-strategy	\$166,900
2. OP9: work arising from the OP9 sub-strategy	\$55,550
<b>Totals</b>	<b>\$222,450</b>

**Rationale for 2021 budget:**

1. This budget includes ongoing work for SP3, including 30 by 30; in-person 30 by 30 meeting; marketing and promotion of women in engineering including for International Women in Engineering Day (INWED) and the Global Marathon in Canada; implementation of SP3 2020 Brand engagement and communications strategy; EngiQueers sponsorship including follow-up training for the Board, CEOs, Presidents, CEQB, and CEAB; sponsoring the Engendering Success in STEM research consortium and participation in their partner meeting; research on women in engineering and second phase of gender-based analysis of licensure assistance and employer awareness programs; travel to women in engineering conferences, workshops and speaker events.
2. This budget includes ongoing work for OP9, including engaging and supporting the Indigenous Advisory Committee with an in-person meeting in Ottawa in 2021; support for the Canadian Region of the American Indian Science and Engineering Society (.caISES) and the Canadian Indigenous Advisory Council to the American Indian Science and Engineering Society (CIAC); training budget for 4 Seasons for Reconciliation and facilitating a training session for the Board, CEO Group, Presidents, CEQB, and CEAB; support for Decolonization and Indigenization in Engineering Education Network sessions; research on experience and barriers for Indigenous engineers; and participation at the American Indian Science and Engineering Society (AISES) annual conference and Canadian Engineering Education Association conference.

**Considerations for the Board:**

- No additional considerations.

**Protect official marks  
2021 Portfolio detail analysis**

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

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

**Budget details:**

Cost element	2021
1. Trademark enforcement	141,000
2. Texts and subscriptions	5,808
<b>Totals</b>	<b>\$146,808</b>

**Considerations for the Board:**

The 2020 budget for this portfolio was reduced in 2019 (from \$120k to \$102k) to reflect a downward trend in our external counsel fees (for official mark/trademark enforcement) over the previous two years. This trend had occurred, in part, because there has been a significant backlog at the Trademarks Office, which had resulted in fewer contentious trademarks being advertised and thereby necessitating fewer oppositions by Engineers Canada.

Since the 2020 budget was developed, however, the Trademarks Office has cleared its backlog, and we are once again seeing an increase in problematic trademark applications. The increase in the volume of trademark filings correspondingly increases our legal costs, and these increases are expected to continue in 2021.

In addition to the above, we expect our opposition of the “Innovation Engineering” trademark will proceed to an oral hearing in 2021, which will result in increased legal costs to prepare and conduct the hearing. We are presently waiting for the Oppositions Board to schedule the hearing and have been advised that the current lead time for an oral hearing is around 18 months. Given that we requested the hearing in January 2020, we expect the hearing to occur around Q3 of 2021.



**Secretariat services  
2021 Portfolio detail analysis**

**Portfolio:** Secretariat services

**Description:** This portfolio contains all of the Board responsibilities (1-6) and the expenses related to supporting the Board, its committees, and the Engineering Deans Canada (EDC).

**Budget details:**

Cost element	2021
1. Board and committee meetings	719,080
2. Strategic Planning and Consultation Program	15,000
3. CEAB meetings	262,966
4. CEQB meetings	202,632
5. President’s travel	81,513
6. Engineering Deans Canada (EDC)	40,912
<b>Totals</b>	<b>\$1,322,103</b>

**Rationale for 2021 budget:**

1. This includes costs for the Board’s February, May, September, and December meetings; the May Annual Meeting of Members; and the June Board strategic retreat. It also includes all face-to-face meetings of board committees and task forces.
2. This includes costs associated with publication of the 2022-2024 strategic plan.
3. This includes the costs for three face-to-face CEAB meetings, as well as costs for face-to-face meetings of the CEAB’s Executive and Policies & Procedures committees.
4. This includes the costs for three face-to-face CEQB meetings and teleconferences, as well as costs for face-to-face meetings of the CEQB’s Executive Committee.
5. This includes the costs for the president (and their guest, if attending a regulator annual meeting) to travel within Canada. Costs for travel to specific events (e.g. the International Engineering Alliance) are included in each items’ budget.
6. This includes costs for the CEO (or his designate) to attend two EDC meetings and maintain a relationship with the group. It also includes the costs for a contractor to provide secretariat services to the EDC. The EDC pays us for this service, so the \$37,515 is a flow-through.

**Considerations for the Board:**

- The CEAB’s total 2021 budget is \$838,932, versus to \$824,757 in 2020. Costs for delivery of their ongoing accreditation work items are included in the “Accreditation portfolio detail analysis” sheet.

- The CEQB's total 2021 budget is \$313,182 versus \$243,405 in 2020. Costs for delivery of their work plan items are included in the "Services and tools portfolio detail analysis" sheet.
- The CEQB has requested a one-time face-to-face workshop in January 2021 – an addition to their regular schedule of two face-to-face meetings. The Qualifications Board members have not met in person since September 2019 and they would like to build rapport with new members in particular through a January 2021 face-to-face workshop. The additional cost for this meeting is \$51,325.
- The costs for the individual Board meetings are:
  - \$112,600 Winter meeting
  - \$240,835 Spring meeting and annual meeting of members
  - \$103,550 Summer retreat / workshop
  - \$115,700 Fall meeting
  - \$ 56,000 Late fall meeting

**Corporate services: other  
2021 Portfolio detail analysis**

**Portfolio:** Corporate services

**Description:** contains work included under Internal Enablers, including miscellaneous corporate services such as information technology, communications, internal legal services, facilities, corporate memberships, discretionary executive budgets, and CEO travel.

**Budget details:**

Cost element	2021
1. Administration and finance	359,856
2. Executive expenses including corporate memberships and CEO travel	91,515
3. Communications	91,000
4. Facilities and office expenses	702,769
5. Human resources	5,589,956
6. Information technology	117,607
7. Organizational excellence	111,950
<b>Totals</b>	<b>7,064,653</b>

**Rationale for the 2021 budget:**

1. This includes expenses such as corporate insurances, audit fees, investment fees, bank service fees, accounting software subscription, and amortization (\$165,506).
2. Includes expenses related to general and miscellaneous travel expenses for the CEO (i.e. travel not related to a specific meeting, such as a CEO Group meeting or a Board meeting, Executive Team consulting and miscellaneous expenses, corporate memberships).
3. Expenses include: corporate communications strategy; corporate communication services; development, maintenance, and hosting of public websites; and periodicals such as Engineering Matters and the Daily Media Report.
4. This includes rent (\$599,905), spending on office supplies, and facilities repairs and maintenance.
5. This includes all salaries as well as human resources related costs such as recruitment, parental leave top-ups, staff training budget, consultant fees, and staff licences, and memberships.
6. This includes the Space Program project (to modernize our IT infrastructure and move it to the Cloud), as well as licences and subscription fees for new services (Office 365 and Amazon WEB Services for cloud-based data storage).
7. Includes expenses related to collaboration software and Envisio; our ongoing commitment to excellence with Excellence Canada and one-time expenses in 2021 for our gold submission brought forward from 2020.

**Considerations for the Board:**

- No additional considerations.

## BRIEFING NOTE: For information

### Canadian Engineering Accreditation Board (CEAB) draft work plan

4.2

Purpose:	To inform the Board of the planning activities of the CEAB in 2021, for final approval in December 2020.
Link to the strategic plan:	Strategic priority 2: Accountability in accreditation Operational imperative 1: Accrediting undergraduate engineering education programs Operational imperative 7: International mobility
Prepared by:	Mya Warken, Manager, Accreditation and CEAB Secretary
Presented by:	Bob Dony, Chair, CEAB

### Problem/issue definition

- As part of the [2019-21 Strategic plan](#) the Accreditation Board (AB) is responsible for conducting accreditation business including developing and maintaining accreditation policies. The AB is also accountable for the work under Strategic priority 2: Accountability in Accreditation and for parts of the work under Operational imperative 7: International Mobility.
- For visibility purposes, a work plan for 2021 has been drafted for review by the Engineers Canada Board.

### Proposed action/recommendation

- It is recommended that the 2021 workplan be approved at the December meeting.

### Other options considered:

- No other options were considered, as the workplan reflects received feedback.

### Risks

- If the work plan is not approved, there is a risk that accreditation visits are not completed and that stakeholders become frustrated that the CEAB is not fulfilling their mandate. Also, there is a risk that AB volunteers might become disengaged, which could negatively affect the timeliness and quality of AB workplan items.

### Financial implications

- All workplan items have been considered in the 2021 proposed budget.

### Benefits

- The AB will fulfill its mandate to conduct accreditation business and develop and maintain accreditation policies.

### Consultation

- On July 14 the draft 2021 CEAB workplan was circulated to the CEAB, Engineers Canada Board, the CEO Group, and the National Admissions Officials Group inviting their feedback.
- Two regulators responded with no feedback.
- CEAB members suggested changing “Monitor and continue to respond to the impact of COVID-19 on programs” to “study how measures taken by programs to respond to the pandemic challenge are supported by the accreditation criteria” and assign this work to the relevant working group. This change has been applied to the workplan in appendix 4.2a.

- The CEAB will discuss the proposed updates to the workplan at their September 19, 2020 meeting.

### **Next steps**

- Feedback from the Board is welcome and will be considered by the CEAB Executive Committee at an upcoming meeting.
- The final workplan will be presented to the Board for approval at the December 2020 meeting.

### **Appendices**

- Draft 2021 CEAB workplan

## CEAB draft work plan 2021

Item		
<b>Accreditation decisions*</b>	<b>Visit date</b>	<b>Decision date (2021)</b>
Lakehead University – Georgian College (1 new program)	January 31-February 2	June
Université du Québec à Trois-Rivières (1 new program)	February 15-17	June
University of British Columbia (1 new program)	February 28 – March 2	June
<b>Substantial equivalency decisions</b>	<b>Visit date</b>	<b>Decision date</b>
None		
<b>International monitoring</b>	<b>Participant</b>	<b>Date</b>
ABET Symposium	CEAB chair	April 15-16
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June
Prepare for and receive Washington Accord periodic review	CEAB members, staff	November
Mentor CACEI (Mexico) as provisional signatory of the Washington Accord	CEAB members	Ongoing
<b>Criteria and procedures</b>	<b>Responsible</b>	<b>Due date</b>
Decision: New definition of engineering design	Task force CEAB	February
Decision: Proposed amendment to Appendix 3 <i>Interpretive statement on licensure expectations and requirements, clauses 8 and 9)</i>	P&P Committee	February
Decision: Onsite materials documentation requirements	Working group P&P Committee CEAB	February
Monitor the implementation plan (developed in 2020) of any virtual CEAB visits to new programs	Working group CEAB	June
Final recommendations: Develop appropriate ways within the accreditation process to incorporate the goals of the 30 by 30 initiative	Task force CEAB	June
Decision: Revised Policies and Procedures Terms of Reference	Working group CEAB	September
Decision: General visitor reports template	P&P Committee	September
Study how measures taken by programs to respond to the pandemic challenge are supported by the accreditation criteria	Task Force CEAB	December
<b>SP2: Accountability in Accreditation</b>	<b>Responsible</b>	<b>Due date</b>
Report on the first measurement cycle (2020)*	AinA Committee	September
Begin and monitor data collection for second measurement cycle	AinA Committee	April

\*The [2020/2021 accreditation visit cycle](#) will be limited to new programs who requested a visit. These visits will likely be held in a virtual format, due to COVID-19 restrictions. All other visits have been deferred to the 2021/2022 cycle.

## BRIEFING NOTE: For information

<b>Canadian Engineering Qualifications Board (CEQB) draft work plan</b>		<b>4.3</b>
Purpose:	To inform the Board of the planning activities of the CEQB in 2021, for final approval in December 2020.	
Link to the strategic plan:	Operational imperative 3: Providing services and tools that: enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Mahmoud Mahmoud, Chair, CEQB	

### Problem/issue definition

- As part of the *2019-21 Strategic plan*, the Canadian Engineering Qualifications Board (QB) develops and maintains national guidelines, papers, and examinations syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
- The purpose of this briefing note is to inform the Engineers Canada Board of the results of the consultation process and proposed 2021 QB work plan.

### Proposed action/recommendation

- It is recommended that the 2021 workplan be approved at the December meeting.

### Other options considered:

- No other options were considered, as the work plan reflect received feedback.

### Risks

- If the work plan is not approved, there is a risk that regulators will be frustrated that Engineers Canada does not meet their requests in a timely fashion, which could negatively affect their responsiveness when providing consultation feedback and their use of QB products. Also, there is a risk that QB volunteers might become disengaged, which could negatively affect the timeliness and quality of QB products.

### Financial implications

- The 2021 QB budget has been updated to include funding for:
  - Expertise for the new “Guideline on diversity and inclusion” (\$15K) (*As directed by the Board in 2019*)
  - Expertise and a national consultation for the new “Guideline on Indigenous engagement and consultation” (\$60K) (*As directed by the Board in 2019*)
  - Expertise and a national consultation for the feasibility study of academic assessment (\$30K)
- These costs are for the use of a third-party consultant, a standard practice of the QB to ensure consistent, high-quality content as well as national consultations to ensure that products reflect regulators’ needs.
- Currently there was a lack of resources to undertake the development of the two more guidelines that received interest from the officials groups: the new Public guideline on fitness to practice and the new Public guideline on whistle blowing. QB is in support of doing the additional work as soon as additional resources are available.

- Also, other 2020 priorities that did not receive a certain level of interest from officials groups or have been addressed outside QB have also been removed from the 2021 work plan list due to lack of resources.

## Benefits

- QB will provide services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada, and which are timely and serve the needs of the regulators.
- Engineers Canada's strategic and operational priorities relating to diversity of the profession specifically for women and indigenous peoples will be advanced through the development of these guidelines.

## Consultation

- All received feedback and responses are available in attachment 4.3.B.
- On April 7, 2020, an email was sent to the Engineers Canada Board, the CEQB, CEO Group, Admission, Practice and Discipline & Enforcement Officials Groups to consult on proposed work plan priorities. The officials groups discussed the package and provided their feedback in June.
- Officials groups' feedback was received and the QB Executive Committee responded to each comment, which was circulated to the CEO Group for consultation on July 7, 2020. The CEO Group reviewed the proposed work plan and provided their feedback. The QB Executive Committee responded to the CEO Group's feedback and circulated a revised version to CEQB.
- CEQB held a meeting on July 31, 2020 and recommends the revised proposed 2021 work plan priorities (attachment 4.3.C.).
- While generally supportive of the Qualifications Board's 2021 work plan priorities as proposed, the CEO Group was disappointed that the two new guidelines which were identified as priorities by the officials' groups (regarding fitness to practice and whistleblowing) could not be added due to lack of resources. They requested that these two items be added to the QB's work plan as soon as possible, once resources are available.

## Next steps

- It is recommended that the Board reviews the 2021 QB work plan priorities in October, discusses them with their councils in the fall, and approves them at its December 2020 meeting.

## Appendices

- 2021 Work plan feedback from officials groups and CEO Group
- Revised 2020-2021 work plan based on received officials feedback



### Feedback Received and Responses from QB on its 2021 Priorities

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	QB's Response
<b>New Public guideline on fitness to practice</b>	NAOG defers feedback on this issue to the National Practice Officials and/or the National Discipline and Enforcement Officials Groups.	The Practice officials noted that they are highly interested in the guideline on fitness to practice as this is an area that they currently have limited guidance on. However, they did note that many regulators do not currently have provisions in place to actually act on concerns related to fitness to practice. Therefore, NPOG had concerns on this guideline being made public given it may give the impression to the public that regulators are able to act in ways they are not currently able to. Therefore, the Practice officials would like to ask that this guideline be made a priority for 2021 but only be made available for regulators at this time.	The Discipline and Enforcement officials noted that they are primarily interested in the guideline on fitness to practice and the new guideline on whistle blowing and asked that both proposed guidelines be made a priority for the QB's 2021 workplan.	To ensure that it defines the scope of the document appropriately, QB proposes to consult Officials groups again in 2021 to better define needs and constraints before proceeding with the development of this guideline.	The CEO Group was generally supportive of the Qualifications Board's 2021 work plan priorities as proposed. The Group was disappointed that the two new guidelines which were identified as priorities by the officials' groups (regarding fitness to practice and whistleblowing) could not be added due to lack of resources. They requested that these two items be added to the QB's work plan as soon as possible, once resources are available. The Group further notes that both of these items are currently highly relevant in British Columbia given the impending new legislation which will address both issues.	The QB is in support of doing the additional work as soon as additional resources are available.
<b>New Regulator guideline for exam developers</b>	NAOG members had differing views on this initiative and although it was agreed the current goal of this guideline would not be of benefit to many of the Regulators, they could not reach consensus as a group. Therefore, it was decided feedback would be given individually by members on behalf of their own organizations.	No comment was provided.	No comment was provided.	Due to lack of support, QB recommends not to proceed with the development of this guideline and address exam development issues under the proposed Feasibility study, which will overarch all academic assessment tools, including syllabi.	Same as above.	
<b>New Public guideline on whistle blowing</b>	NAOG defers feedback on this issue to the National Practice Officials and/or the National Discipline and Enforcement Officials Groups.	The Practice officials would also like to see the proposed public guideline on whistle blowing being made a priority. The Practice officials agree that this is an important topic for the profession to be aware of and to showcase to the public that we take whistle blowing seriously.	The Discipline and Enforcement officials noted that they are primarily interested in the guideline on fitness to practice and the new guideline on whistle blowing and asked that both proposed guidelines be made a priority for the QB's 2021 workplan.	Due to lack of resources, a decision was made not to proceed with the work in 2021. It can be considered as part of the 2022 priorities consultation process.	Same as above.	Same as above.

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	QB's Response
<p><b>New national feasibility study for entry-to-practice exam</b></p>	<p>After many lengthy discussions on this initiative, NAOG came to a consensus that a feasibility study to investigate a new academic assessment process for non-CEAB applicants is a very worthwhile endeavour. However, they feel that the scope of the study should be widened to also examine other potential academic assessment techniques. For example, OIQ and APEGS have done substantial work in this area and have formulated new academic assessment techniques that should also be considered alongside a potential entry to practice exam. Furthermore, NAOG agrees that the CEQB is best suited to spearhead this initiative given their direct line of access to the full Engineers Canada Board. However, NAOG would like to request that the QB engage significant participation from NAOG and the CEAB in the feasibility process. Please note that many of the NAOG members are willing to volunteer their assistance in looking into this new academic assessment system. In addition, NAOG recommends that a psychometrician is involved when considering a potential national entry to practice exam.</p>	<p>No comment was provided.</p>	<p>No comment was provided.</p>	<p>QB recommends proceeding with the work and expanding the scope to go beyond a national exam as recommended by NAOG. QB also recommends that this project be renamed: "Feasibility study to identify alternatives academic assessments for non-CEAB applicants" to reflect the proposed broader scope.</p>	<p>Same as above.</p>	<p>Same as above.</p>
<p><b>2008 Step-by-step guide for the preparation and implementation of an individual continuing professional development plan</b></p>	<p>NAOG would request that none of these guidelines are prioritized at this time. This recommendation is made as an attempt to ensure that sufficient QB resources can be allocated to the above-mentioned academic assessment feasibility study and the following syllabi reviews.</p>	<p>No comment was provided.</p>	<p>None of the guidelines up for review were found to be currently relevant to any of the NDEOG members and therefore, NDEOG would request that none of these guidelines are prioritized at this time.</p>	<p>As per received feedback, QB recommends not to proceed with this work.</p>	<p>Same as above.</p>	

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	QB's Response
<b>2012 Public guideline on the practice of engineering in Canada</b>	NAOG would request that none of these guidelines are prioritized at this time. This recommendation is made as an attempt to ensure that sufficient QB resources can be allocated to the above-mentioned academic assessment feasibility study and the following syllabi reviews.	No comment was provided.	None of the guidelines up for review were found to be currently relevant to any of the NDEOG members and therefore, NDEOG would request that none of these guidelines are prioritized at this time.	As per received feedback, QB recommends not to proceed with this work.	Same as above.	
<b>2013 Public guideline on the professional practice examination</b>	NAOG would request that none of these guidelines are prioritized at this time. This recommendation is made as an attempt to ensure that sufficient QB resources can be allocated to the above-mentioned academic assessment feasibility study and the following syllabi reviews.	No comment was provided.	None of the guidelines up for review were found to be currently relevant to any of the NDEOG members and therefore, NDEOG would request that none of these guidelines are prioritized at this time.	As per received feedback, QB recommends not to proceed with this work.	Same as above.	
<b>2014 Public guideline: Conflict of interest</b>	NAOG would request that none of these guidelines are prioritized at this time. This recommendation is made as an attempt to ensure that sufficient QB resources can be allocated to the above-mentioned academic assessment feasibility study and the following syllabi reviews.	The Practice officials asked that the review of this guideline be made a priority.	None of the guidelines up for review were found to be currently relevant to any of the NDEOG members and therefore, NDEOG would request that none of these guidelines are prioritized at this time.	As per received feedback, QB recommends not to proceed with this work.	Same as above.	
<b>2014 Regulator guideline: Principles for character investigations</b>	NAOG would request that none of these guidelines are prioritized at this time. This recommendation is made as an attempt to ensure that sufficient QB resources can be allocated to the above-mentioned academic assessment feasibility study and the following syllabi reviews.	The Practice officials asked that the review of this guideline be made a priority.	None of the guidelines up for review were found to be currently relevant to any of the NDEOG members and therefore, NDEOG would request that none of these guidelines are prioritized at this time.	As per received feedback, QB recommends not to proceed with this work.	Same as above.	
<b>2016 Public guideline on assuming responsibility for the work of engineers-in-training</b>	NAOG would request that none of these guidelines are prioritized at this time. This recommendation is made as an attempt to ensure that sufficient QB resources can be allocated to the above-mentioned academic assessment feasibility study and the following syllabi reviews.	No comment was provided.	None of the guidelines up for review were found to be currently relevant to any of the NDEOG members and therefore, NDEOG would request that none of these guidelines are prioritized at this time.	As per received feedback, QB recommends not to proceed with this work.	Same as above.	

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	QB's Response
<b>2016 Public guideline on the code of ethics</b>	NAOG would request that none of these guidelines are prioritized at this time. This recommendation is made as an attempt to ensure that sufficient QB resources can be allocated to the above-mentioned academic assessment feasibility study and the following syllabi reviews.	The Practice officials asked that the review of this guideline be made a priority.	None of the guidelines up for review were found to be currently relevant to any of the NDEOG members and therefore, NDEOG would request that none of these guidelines are prioritized at this time.	As per received feedback, QB recommends not to proceed with this work.	Same as above.	
<b>2016 National guideline on sustainable development and environmental stewardship for professional engineers</b>	NAOG would request that none of these guidelines are prioritized at this time. This recommendation is made as an attempt to ensure that sufficient QB resources can be allocated to the above-mentioned academic assessment feasibility study and the following syllabi reviews.	No comment was provided.	None of the guidelines up for review were found to be currently relevant to any of the NDEOG members and therefore, NDEOG would request that none of these guidelines are prioritized at this time.	As per received feedback, QB recommends not to proceed with this work.	Same as above.	
<b>2004 Agricultural/biosystems/ bioresource/food engineering syllabus</b>	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	QB will proceed according to process.	Same as above.	
<b>2007 Building engineering syllabus</b>	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	QB will undertake the work in 2023 to include recently accredited program information.	Same as above.	
<b>2011 Complementary studies syllabus</b>	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	QB will proceed according to process.	Same as above.	
<b>2017 Computer engineering syllabus</b>	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	QB will proceed according to process.	Same as above.	
<b>2019 Software engineering syllabus</b>	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	Given the ongoing NDEOG discussions surrounding the misuse of software engineering job titles, NDEOG are supportive of QB reviewing the 2019 revised software engineering syllabus and would like to be kept informed of any changes to the syllabus.	QB will proceed according to process.	Same as above.	

## CEQB draft work plan - 2021

As part of the *2019-21 Strategic plan*, the Qualifications Board (QB) develops and maintains national guidelines, papers, and examinations syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada. The purpose of this document is to highlight current 2020 priorities that will be carried forward in 2021 and propose 2021 priorities based on received feedback from officials groups.

### A. Carried forward from 2020 priorities

QB will continue working on the following items:

- Reviewing the [2016 Engineers Canada paper on software engineering](#) (*as requested by the Discipline and Enforcement Officials Group in 2020*)
- Creating a new Public guideline for engineers and engineering firms on the topic of diversity and inclusion (*as requested by the Engineers Canada Board in 2019*)
- Creating a new Public guideline for engineers and engineering firms on the topic of Indigenous consultation and engagement (*as requested by the Engineers Canada Board in 2019, work will start in 2021*)
- Creating a new Aerospace and aeronautical engineering syllabus (*as requested by the National Admissions Officials Group in 2019*)

### B. Additional 2021 priorities based on consultation results

- New national feasibility study to identify alternative academic assessments for non-CEAB applicants (*with broader scope, as requested by the National Admissions Officials Group in 2020*)

### C. Ongoing review of examinations syllabi and associated textbooks

- [2004 Agricultural/biosystems/bioresource/food engineering syllabus](#)
- [2010 Metallurgical engineering syllabus](#)
- [2017 Computer engineering syllabus](#)
- [2019 Software engineering syllabus](#)

## BRIEFING NOTE: For decision

Board policy updates		4.4
Purpose:	To approve the revisions to Policy 6.4, <i>Finance, Audit, and Risk (FAR) Committee terms of reference</i> as well as the newly developed Policy 7.12, <i>Net assets</i> , and rescind Policy 7.6, <i>Reserve funds</i> .	
Link to the strategic plan:	Board responsibility 4: Ensure the development and periodic review of Board policies.	
Motion(s) to consider:	<p><i>THAT the Board, on recommendation of the Governance Committee, approve:</i></p> <p>a) <i>the revisions to Policy 6.4, Finance, Audit and Risk (FAR) Committee terms of reference</i></p> <p>b) <i>the new Policy 7.12, Net assets</i></p> <p>c) <i>rescinding Policy 7.6, Reserve funds</i></p>	
Vote required to pass:	<p>Two-thirds majority</p> <p><i>As per bylaw 5.7 "A Board resolution passed by a majority of not less than two-thirds of the votes cast on that resolution is required to make a decision in respect of the following matters:</i></p> <p><i>c) Adoption, amendment or repeal of any Board policies or procedures"</i></p>	
Transparency:	Open session	
Consultation summary:	Governance Committee, FAR Committee, Board, and staff	
Prepared by:	Evelyn Spence, Legal Counsel and Corporate Secretary	
Presented by:	Nancy Hill, Director from Ontario and Chair of the Governance Committee	

### Problem/issue definition

- The Governance Committee is tasked with ensuring the development and periodic review of Board policies.
- In accordance with its workplan, this year's Governance Committee is responsible to review thirty (30) Board policies, as well as for the development of two (2) new policies (the Net assets policy and the Investment policy).
- Three (3) policies are presented today for the Board's consideration. The remaining policies will come to the Board for approval at its later meetings, but given that Policy 6.4, *Finance, Audit, and Risk Committee terms of reference ("TOR")* defines the FAR Committee's mandate and sets out its annual responsibilities (which are then captured in the committee's workplan), and that Policy 7.12, *Net assets* provides structure to Engineers Canada's financial planning, the 2020-2021 Governance Committee elected to review these policies before the others.

### Proposed action/recommendation

- Approve the proposed revisions to existing Policy 6.4, the adoption of the new Policy 7.12, and the rescindment of Policy 7.6.

### Other options considered:

- None

## **Risks**

- Operating without clear and complete policies puts directors and the organization at risk in terms of compliance and the transfer of corporate knowledge.

## **Financial implications**

- None

## **Benefits**

- The Board and its key stakeholders have access to clear policies about the requirements and procedures for operations and governance at Engineers Canada.

## **Consultation**

- The Governance Committee relied on input from staff and other directors to identify and correct errors and omissions. Additionally, the Governance Committee took into consideration the comments and revisions made by the 2019-2020 FAR Committee, which reviewed Policy 6.4, *Finance, Audit, and Risk Committee terms of reference* and the new Policy 7.12, *Net assets*.

## **Next steps (if motion approved)**

- Staff will finalize all policies (with Board motion number) and re-post a complete Board manual on the public website.

## **Appendices**

- Policy 6.4 - Finance, Audit, and Risk Committee terms of reference (marked up version | clean version)
- Policy 7.12 - Net assets (draft)
- Policy 7.6 – Reserve funds (watermarked for rescindment)

## 6 Engineers Canada Board committees and task forces

### 6.4 Finance, Audit, and Risk (FAR) Committee terms of reference

*Date of adoption: May 24, 2019 (Motion 5756)*

*Date of latest amendment:*

*Review period: Annual*

*Date last reviewed: May 24, 2019*

The Finance, Audit, and Risk Committee enhances the Board's effectiveness and efficiency on matters related to financial, audit, and risk management policies and monitoring.

#### 6.4.1 Responsibilities

The FAR Committee is tasked to fulfill Board responsibility #5: *Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the board's risk tolerance level and directs Board-approved mitigation strategies.* In addition, the FAR Committee shall:

1. Annually, review the CEO's draft budget and make recommendations to the Board.
2. Review the CEO's quarterly financial reports and make recommendations to the Board, as necessary.
3. Review the CEO's operational risk register and the Board's strategic risk register, and make recommendations with respect to the strategic risk register to the Board at the winter, spring, fall, and late fall Board meetings.
4. Conduct a triennial review of the Board's strategic risk register and make recommendations of acceptable mitigation strategies, residual risk, and required actions to the Board as an input to each new strategic plan.
5. Review the investment reports (prepared by a third-party advisor) annually and make recommendations to the Board.
6. Review and recommend changes to the Board's investment policy.
7. Oversee the annual audit including:
  - a. Recommending an auditor to the Board and members including but not limited to the independence of potential auditors.
  - b. Annually assessing the auditor considering independence, communication and interaction, and quality of the engagement team.
  - c. Confirming the scope of the audit, which shall include a review of the key financial processes.
  - d. Providing an annual report to the Board regarding the audited financial statements and any significant information rising from discussions with the auditor.



- e. Providing an annual report to the members with:
    - i. The Board's recommendation concerning the audited financial statements,
    - ii. A summary of the auditor's observations together with Engineers Canada staff response, and
    - iii. The Board's recommendation for the appointment of the following year's auditor.
  - f. Conducting a comprehensive review of the auditor at least every five years. The outcome of this review is a recommendation to either retain the audit firm or put the audit out for tender.
  - g. Providing information to the Board, as provided by the auditor, on significant new developments in accounting principles or relevant rulings of regulatory bodies with implications for the Board's financial policies.
8. Review and update the Board on finance-related matters, such as internal financial controls and finance-related policies and procedures.
  9. Conduct a review of any long-term procurement contracts that extend beyond five years.

#### **6.4.2 Authority**

1. The FAR Committee has the authority to meet independently with the external auditor.
2. The Chair of the FAR Committee has the authority to meet independently with Engineers Canada's controller.

#### **6.4.3 Composition**

1. The FAR Committee is comprised of a minimum of five directors, including one director from each of the three larger regulators: PEO, OIQ, and APEGA. In addition, a Certified Professional Accountant shall be a member of the FAR Committee.
2. The committee chair plus another three members of the committee who are directors constitute a quorum (50 per cent of the members +1).
3. Committee members shall be financially literate and possess the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to those that could be reasonably expected to be encountered at Engineers Canada.
4. The Engineers Canada controller shall provide support to the FAR Committee.

#### **6.4.4 Competencies of the FAR Committee Chair**

The FAR Committee chair shall have an understanding of:

- a) Not-for-profit financial reporting standards,
- b) Engineers Canada fiscal operations, and
- c) Engineers Canada budgeting process.



## 6 Engineers Canada Board committees and task forces

### 6.4 Finance, Audit, and Risk (FAR) Committee terms of reference

Date of adoption: May 24, 2019 (Motion 5756)  
Date of latest amendment:

Review period: Annual  
Date last reviewed: May 24, 2019

The Finance, Audit, and Risk Committee enhances the Board’s effectiveness and efficiency on matters related to financial, audit, and risk management policies and monitoring.

#### 6.4.1 Responsibilities

The FAR Committee is tasked to fulfill Board responsibility #5: *Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the board’s risk tolerance level and directs Board-approved mitigation strategies.* In addition, the FAR Committee shall:

1. Annually, review the CEO’s draft budget and make recommendations to the Board.
2. Review the CEO’s quarterly financial reports and make recommendations to the Board, as necessary.
3. Review the CEO’s operational risk register and the Board’s strategic risk register, and make recommendations with respect to the strategic risk register to the Board at the winter, spring, fall, and late fall Board meetings.
4. Conduct a triennial review of the Board’s strategic risk register and make recommendations of acceptable mitigation strategies, residual risk, and required actions to the Board as an input to each new strategic plan.
5. Review the investment reports (prepared by a third-party advisor) annually and make recommendations to the Board.
6. Review and recommend changes to the Board’s investment policy.
7. Oversee the annual audit including:
  - a. Recommending an auditor to the Board and members including but not limited to the independence of potential auditors.
  - b. Annually assessing the auditor considering independence, communication and interaction, and quality of the engagement team.
  - c. Confirming the scope of the audit, which shall include a review of the key financial processes; ~~Confirming the scope of the audit, which shall include a report on the appropriateness of the spending by the Board, the Board committees, and Board officers.~~

**Commented [CM1]:** From L. Doig – frequency added.

**Commented [CM2]:** From L. Doig:  
Adjust the scope of audit; play down the spending and add financial processes to it, since those are more the risks to the Board; get away from the weeds and into the actual risks. Confirmed that the auditors believe that the Board expense area does not carry enough risk to continue for now.

**Commented [SP3R2]:** “Confirming the scope of the audit, which shall include a review of the key financial processes.”



- d. Providing an annual report to the Board regarding the audited financial statements and any significant information rising from discussions with the auditor.
- e. Providing an annual report to the members with:
  - i. The Board’s recommendation concerning the audited financial statements,
  - ii. A summary of the auditor’s observations together with Engineers Canada staff response, and
  - iii. The Board’s recommendation for the appointment of the following year’s auditor.

f. Conducting a comprehensive review of the auditor at least every five years. The outcome of this review is a recommendation to either retain the audit firm or put the audit out for tender.

f.g. Providing information to the Board, as provided by the auditor, on significant new developments in accounting principles or relevant rulings of regulatory bodies with implications for the Board’s financial policies.

- 8. Review and update the Board on finance-related matters, such as internal financial controls and finance-related policies and procedures.

~~Provide information to the Board on significant new developments in accounting principles or relevant rulings of regulatory bodies with implications for the Board’s financial policies, as provided by the auditor.~~

- 9. ~~Conducting a review of any long-term procurement contracts that extend beyond five years.~~

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**Commented [CM4]:** Recommended that FAR consider including appropriate minimum timelines, to ensure the matters are addressed.

**Commented [CM5]:** From L. Doig – specifying how it happens.

**Commented [CM6]:** From L. Doig - Added statement to include long-term procurement

**Commented [CM7]:** Recommended that FAR consider including appropriate minimum timelines, to ensure the matters are addressed.

### 6.4.2 Authority

- 1. The FAR Committee has the authority to meet independently with the external auditor.
- 2. The Chair of the FAR Committee has the authority to meet independently with Engineers Canada’s controller.

### 6.4.3 Composition

- 1. The FAR Committee is comprised of a minimum of five directors, including one director from each of the three larger regulators: PEO, OIQ, and APEGA. In addition, a Certified Professional Accountant shall be a member of the FAR Committee.
- 2. The committee chair plus another three members of the committee who are directors constitute a quorum (50 per cent of the members +1).
- 3. Committee members shall be financially literate and possess the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to those that could be reasonably expected to be encountered at Engineers Canada.
- 4. The Engineers Canada controller shall provide support to the FAR Committee.



#### **6.4.4 Competencies of the FAR Committee Chair**

The FAR Committee chair shall have an understanding of:

- a) Not-for-profit financial reporting standards,
- b) Engineers Canada fiscal operations, and
- c) Engineers Canada budgeting process.

## 7 Board policies

### 7.12 Net assets

*Date of adoption:* xxx

*Date of latest amendment:* n/a

*Review period:* Annual

*Date last reviewed:* n/a

#### 7.12.1 Purpose of policy:

Engineers Canada uses its net assets to progress towards its strategic objectives. The Board approves the net asset levels as described in section 7.12.3, through an annual review and revisions (if necessary).

Net assets must be actively managed to maintain necessary levels. The proper management of net asset levels supports strategic objectives and planned operations by:

1. Protecting against unexpected losses
2. Providing opportunity for planned new initiatives or strategic priorities
3. Providing the opportunity to continue investing in assets, technology, products, and services
4. Building Member confidence and creating value for Members
5. Providing general financial stability

Net asset management considers a number of factors such as:

- The level of expected revenue and expenses
- Anticipated growth or planned changes to the purposes, operational imperatives or strategic priorities of Engineers Canada
- Issues arising through enterprise risk management

The ability of Engineers Canada to maintain adequate net asset levels is considered an indication of safety, stability and a prudent resistance to adverse business and economic conditions.

#### 7.12.2 Measures

Net assets are normally allocated into internally restricted reserves, unrestricted reserves, and investments in tangible capital and intangible assets.

1. Internally restricted reserves are funds that have been set aside for a specified future purpose or contingency. These funds can only be created, authorized for expenditure, and dissolved by the Board. Examples of uses for internally restricted funds include:
  - a. ensure stability for the delivery of ongoing programs, products and services;
  - b. fund strategic initiatives;
  - c. mitigate the financial impact of risks to operations or achievement of strategic objectives.

2. Funds invested in tangible and intangible assets represent the financial resources of Engineers Canada. Tangible assets are physical (such as office equipment), while intangible assets do not exist in physical form and include intellectual property, software, and goodwill, etc.
3. Unrestricted reserves are those funds that are neither restricted nor invested. The Board will approve the amount of unrestricted reserves that may be used for operations.
4. Engineers Canada net assets are currently categorized as follows:

<b>Internally restricted:</b> legal defense fund	The legal defense fund is established by the Board to ensure that funds are available in case of legal challenge, to provide funds to cover deductibles for insurances, and to assist the engineering regulators where it is determined that they do not have the financial resources to defend an enforcement action and/or statutory obligation that has a clear and significant impact on the other regulators.
<b>Internally restricted:</b> Strategic priorities fund	The strategic priorities fund is established by the Board to provide funds: <ul style="list-style-type: none"> <li>• For planned strategic initiatives</li> <li>• For information technology projects consistent with the approved strategic plan;</li> <li>• To respond to future risks and investment needs in the performance, accessibility, and security of its information technology assets.</li> </ul>
<b>Internally restricted:</b> Contingency reserve fund	The contingency reserve fund is established by the Board to mitigate the financial impact of the risk of future unexpected, negative events that could have a significant, adverse impact on the operations, revenues and expenses of Engineers Canada.
<b>Invested in capital assets and intangible assets</b>	The investment in capital assets and intangible assets is the calculated amount consisting of the net book value of capital and intangible assets less their related debt.
<b>Unrestricted</b>	Unrestricted reserves represent the assets that have no restrictions placed on their use.

The target levels for these reserves are documented in the Net Asset Structure (appendix A).

### 7.12.3 Responsibility and authority

The Engineers Canada Board is responsible for understanding the operational and reserve needs of Engineers Canada and the minimum required level of net assets. Changes to the internally restricted reserves must be consistent with Engineers Canada’s strategic plan and priorities, and the risk

assessment. Accordingly, the following processes represent the governance responsibilities associated with the net assets of Engineers Canada:

1. Annually, the Engineers Canada Board will approve the adequacy of the balances in the internally restricted funds, on recommendation of the Finance, Audit, and Risk Committee.
2. Upon approval of the strategic plan, the Finance, Audit and Risk Committee shall review the internally restricted reserves and make recommendations to the Board, considering the updated risk assessment that supported the strategic plan.
3. Annually, as part of the budgeting process, the CEO shall make recommendations to the Finance, Audit, and Risk Committee regarding the unrestricted reserves level, considering the budget, immediate liquidity needs, and cash flow requirements. The final budget is approved by the Engineers Canada Board.
4. The Engineers Canada Board shall approve, on recommendation of the Finance, Audit, and Risk committee, the Net Asset Structure with target levels.
5. The Engineers Canada CEO will strive to maintain net asset balances in accordance with the levels approved annually by the Board in the Net Asset Structure. A breach of the target levels is not acceptable or consistent with Engineers Canada's risk appetite and the budgeting, planning, monitoring, and reporting processes must be designed to avoid such a breach.
6. It is recognized that net asset levels in some categories will be spent during some periods and restored in others. In addition, net asset levels may fall below target due to unforeseen adverse events, in which case the CEO will prepare plans to redress the situation.

#### **7.12.4 Reporting**

The Engineers Canada CEO shall annually report net asset levels to the Board through the audited financial statements.

Net asset levels will be reported to the Board with the quarterly financial statements.

**Appendix A: Net asset structure document**

Date of Board approval: February 26, 2020	Effective Date: Year Ended December 31, 2019
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**Net assets overview**

Engineers Canada aims to effectively use its net assets to maximize its ability to achieve its objectives. The accumulation of net assets in and of itself is not a goal of Engineers Canada. However, prudent financial management dictates that Engineers Canada maintain the necessary net assets to ensure stability for the delivery of on-going programs and services, to fund strategic initiatives and to mitigate the financial impact of risks to its operations and achievement of strategic objectives.

As a best practice of Canadian not-for-profit organizations, Engineers Canada should explicitly establish internally restricted net assets (often called “reserves” or “reserve funds”) to demonstrate the intent and purpose for its net assets to its members and stakeholders. This practice is in accordance with Canadian Accounting Standards and is supported by the Canada Revenue Agency in demonstrating Engineers Canada’s not-for-profit status under the Income Tax Act (Canada).

Changes in internally restricted net assets should be consistent with Engineers Canada’s overall strategy, priority initiatives, and risk assessment. Annually, Engineers Canada should generally review the use and the adequacy of the balances in the internally restricted funds. Engineers Canada should also do a more in-depth assessment of its internally restricted net assets during its three-year strategic planning process, including a comprehensive risk assessment.

This paper uses standard definitions of net assets, which are provided in the Appendix.

**Summary of net assets**

Below is a summary of the internally restricted funds, unrestricted net assets and the investment in capital assets and intangible assets of Engineers Canada. Further rationale is provided later in this paper.

**Internally Restricted Net Assets**

Internal restriction	Purpose	Amount
<b>Legal defense fund</b>	The legal defense fund is established by the Board to ensure that funds are available in case of legal challenge, to provide funds to cover deductibles for insurances, and to assist the engineering regulators where it is determined that they do not have the financial resources to defend an enforcement action and/or statutory obligation that has a clear and significant impact on the other regulators.	\$1,500,000
<b>Strategic priorities fund</b>	The strategic priorities fund is established by the Board to provide funds: <ul style="list-style-type: none"> <li>• For planned strategic initiatives</li> <li>• For information technology projects consistent with the approved strategic plan;</li> <li>• To respond to future risks and investment needs in the performance, accessibility, and security of its information technology assets.</li> </ul>	\$2,000,000
<b>Contingency reserve fund</b>	The contingency reserve fund is established by the Board to mitigate the financial impact of the risk of future unexpected, negative events that could have a significant, adverse impact on the operations, revenues and expenses of Engineers Canada.	\$2,500,000
<b>Total internally restricted net assets</b>		<b>\$6,000,000</b>



### **Unrestricted net assets and investment in capital assets and intangible assets**

<b>Asset category</b>	<b>Purpose</b>	<b>Amount</b>
<b>Investment in capital assets and intangible assets</b>	The investment in capital assets and intangible assets is a calculated amount consisting of the net book value of capital and intangible assets less any debt relating to them.	\$564,690 (2018 FS amount)
<b>Unrestricted net assets</b>	Unrestricted net assets are maintained to fund the appropriate level of liquid working capital needed to maintain regular operations.  Unrestricted net assets are the residual of total net assets less internally restricted and investment in capital and intangible assets.	No less than \$1,000,000

### **Internally restricted net assets**

Engineers Canada will establish internally restricted net assets (commonly referred to as ‘reserves’ or ‘reserve funds’) for specific operating or capital purposes as allowed under Canadian accounting standards for not-for-profit organizations. Internally restricted net assets are supported by a clear statement of purpose, specific level of funding required, and, as needed, a projected time frame for the accumulation or draw down of the balance. The purpose of internally restricted net assets will be consistent with the objectives of Engineers Canada’s strategic initiatives and operating plans, as well as identified risks to the achievement of these objectives.

Engineers Canada has identified three categories of internally restricted net assets that are required, as follows:

#### **a) Legal defense fund**

Engineers Canada requires a legal defense fund to be available to use to fund legal expenses related to issues concerning the engineering profession, including protecting the sovereignty of the term “engineer” and other terms, and to intervene with respect to legal cases that have a significant national interest, or to assist engineering regulators that do not have the financial resources to defend an enforcement action and/or statutory obligation that has a clear and significant impact on other members.

In 2008, Engineers Canada commissioned an actuarial study related to its reserves, which recommended setting up a Legal Defense Fund of \$1,000,000 with an annual increase of \$40,000. Based on this study, Engineers Canada has established a legal defense fund of \$1,500,000.

#### **b) Strategic priorities fund**

Engineers Canada is entering a period of significant transition with its *2019-21 Strategic plan*, which is calling for specific initiatives to enable the plan, investments in competency-based assessment, and improvements to technology-enabled services.

For technology-enabled services, in addition to the planned projects to improve operations and services to members, Engineers Canada is operating in an environment of rapid technological change and accelerating risks (such as cyber security). Engineers Canada expects that it will need to make a substantial investment in its information technology and systems over the next five years in order to

implement standard/best practices in performance, accessibility, and security. This Fund is intended to provide funding for both the current planned projects and future projects.

Based on the 2019-21 *Strategic plan* and future technology risks, Engineers Canada has established a strategic priorities fund of \$2,000,000.

### **c) Contingency reserve fund**

Engineers Canada will maintain a contingency reserve fund to mitigate the financial impact of the risk of a significant, negative event caused by changes in their political, economic, and regulatory environment that are outside of its control.

The current, more significant risk factors that could impact significantly and adversely impact revenues include:

- **Membership demographics:** Regulator assessment revenues are based on the number of members. As with many professional organizations, Engineers Canada's membership is aging, so there is a significant risk of a sustained decline in assessment revenues, with a corollary impact on affinity revenues.
- **Affinity programs:** Engineers Canada largest revenue stream is affinity and insurance revenues. These revenues would be impacted by either a departure of a province from an affinity program, or a cancellation or non-renewal of a program by the service provider.
- **Provincial regulators:** With all national membership organizations, there is a risk that a province could exit the national organization.

Based on these and other risks identified in Engineers Canada's assessment of risks, Engineers Canada has established a contingency reserve fund of \$2,500,000.

This amount is equivalent to approximately three-months of operating costs of Engineers Canada, which is a consistent benchmark used by not-for-profit organizations for general contingency reserves.

### **Investment in capital assets and intangible assets**

The investment in capital assets and intangible assets is a calculated amount, in accordance with Canadian Accounting Standards, as defined in the appendix below. Engineers Canada's historical practice is to fund its capital assets and intangible assets with its net assets, other than deferred lease inducements related to its leased premises. This policy supports the creation of separate reserves to fund the acquisition of capital assets and/or information technology (as with the strategic priorities fund above) to provide appropriate funds for future acquisitions.

### **Unrestricted net assets**

Unrestricted net assets are maintained to fund the appropriate level of liquid working capital needed to maintain regular operations. Engineer Canada's target unrestricted net asset balance will be determined annually, with consideration for immediate liquidity needs and Engineers Canada's cash flow requirements beyond those addressed in existing internally restricted balances. The target unrestricted net asset balance will be consistent with recommendations made by management to the Board of Directors as part of the annual budgeting process.

Based on an analysis of monthly and annual expenditures and cash flows, Engineers Canada plans to maintain an unrestricted net asset balance of no less than \$1,000,000 on an on-going basis.

## Definitions

This paper references the following definitions:

- **Net assets:** Total net assets represent a not-for-profit organization's residual interest in its assets after deducting its liabilities.
- **Investment in tangible capital and intangible assets:** The amount of net assets that are funding Engineers Canada's tangible capital and intangible assets. This amount is calculated as:

Net book value of tangible capital and intangible assets

Less: long-term debt related to the tangible capital and intangible assets

Less: deferred lease inducements related to capital assets

Less: deferred contributions used to acquire tangible capital and intangible assets

Investment in tangible capital and intangible assets

- **Internally restricted net assets ('reserves'):** Net asset amounts that have been set aside by Engineers Canada for a specified future purpose or specified future contingencies. The two general categories of internally restricted net assets that are commonly used by not-for-profit organizations are:
  - **Strategic reserves** provide funding for, typically one-time, projects, investments or events that support the achievement of the organization's strategic priorities to allow for regular operations to continue in the year of these strategic initiatives. Strategic reserves should be aligned with the not-for-profit organization's strategic plan.
  - **Contingency reserves** mitigate the financial risk of a significant uncontrollable/unexpected negative event that would have an adverse impact on the financial position of a not-for-profit organization. These events typically cause an immediate and/or sustained decline in annual revenues or increase in expenses. A contingency reserve is held to provide funds to cover the cost of the contingency to allow the not-for-profit organization to maintain regular operations while responding to the negative event. The contingency reserve is normally supported by an official risk assessment performed by the not-for-profit organization.
- **Unrestricted net assets:** Net assets amounts that are not internally restricted and are not investments in capital assets and intangible assets. Unrestricted net assets are commonly viewed as the amount of liquid working capital needed for regular operations.

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## 7 Board Policies

### 7.6 Reserve funds

*Date of adoption: April 9, 2018 (Motion 5693)*

*Review period: Annual*

*Date of latest amendment:*

*Date last reviewed: April 9, 2018*

The Board shall ensure financial resources are available for special operating needs of Engineers Canada. Fluctuations above and below target levels are acceptable.

The four-year rolling operational reserve target level is set at \$4,000,000.

The capital reserve must be held at a level sufficient to enable fit-up of leased facilities and other related assets at the expiry of the office lease.

The legal and liability contingency reserve target level is set at \$1,325,000. It is maintained to ensure that funds are available in various situations:

- To cover the cost of any legal challenge Engineers Canada is asked to undertake on behalf of the profession.
- To cover expenses associated with occurrences that may arise for which no budget has been established. Engineers Canada faces potential liabilities from a number of sources (i.e. employees, insurance programs, foreign academic credential assessment program).
- To cover expenses which will be incurred by the regulators where it is demonstrated that they do not have the financial resources to fund an enforcement action and/or statutory obligation that have a clear and significant impact on the other regulators.
- To assist regulators and Engineers Canada in paying the deductibles for directors and officers insurance, and for errors and omissions insurance.

The total of all reserve funds must not become so large as to threaten the not-for-profit status of Engineers Canada, nor to give the Regulators reason to question whether member assessments are excessive.

## BRIEFING NOTE: For decision

<b>Finance, Audit, and Risk Committee work plan</b>		<b>4.5</b>
Purpose:	To approve the work plan of the 2020-2021 Finance, Audit, and Risk (FAR) Committee	
Link to the strategic plan:	Board responsibility 5: ensure the CEO maintains and acts on a robust and effective risk management system which reflects the Board's risk tolerance level and directs Board-approved mitigation strategies	
Motion(s) to consider:	<i>THAT the Board approve the 2020-2021 FAR Committee work plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Consultation summary:	2019-2020 and 2020-2021 FAR Committee, Board, and staff	
Prepared by:	Stephanie Price, Executive Vice President Regulatory Affairs	
Presented by:	Dwayne Gelowitz, Director from Saskatchewan and Chair of the FAR Committee	

### Problem/issue definition

The FAR Committee's purposes include:

- Reviewing and making recommendations on the CEO's draft budget,
- Reviewing and making recommendations on the CEO's quarterly financial reports, as necessary,
- Reviewing and making recommendations on the CEO's operational risk register and the Board's strategic risk register,
- Conducting a triennial reviews of the Board's strategic risk register (last completed in 2019),
- Review and making recommendations on investment reports prepared by a third-party advisor,
- Reviewing and recommending changes to the Board's investment policy,
- Overseeing the annual audit,
- Reviewing and updating the Board on finance-related matters, and
- Providing information to the Board on significant new developments in accounting principles.

In addition, the outgoing 2019-2020 FAR Committee suggested that this year's committee also:

- Oversee finance-related operational policies,
- Oversee the definition of the new strategic risks identified in the environmental scan,
- Oversee long-term contracts, such as the investment advisor

### Proposed action/recommendation

- Approve the 2020-2021 FAR Committee work plan

### Other options considered:

- N/A

### Risks

- Failure to meet the responsibilities of this committee could put the organization at reputational risk
- Operating without an approved work plan introduces risks of not considering all necessary items

- Operating without an approved work plan does not demonstrate accountability to the regulators (Board Responsibility 1)

### **Financial implications**

- Included in the 2021 budget

### **Benefits**

- Provides clarity to all stakeholders (Board and committee members, staff, and regulators) regarding how and when financial issues will be managed.

### **Consultation**

- The FAR Committee relied on the recommendations of the 2019-2020 committee, the input of Engineers Canada staff, and the direction provided in the *2019-2021 Strategic plan* in the development of this plan.

### **Next steps (if motion approved)**

- Execute the 2020-2021 work plan.

### **Appendices**

- See attached work plan.



## **Draft Finance, Audit and Risk Committee 2020-2021 work plan**

**Committee purpose:** The Finance, Audit, and Risk (FAR) Committee exists to help the Board handle its responsibilities in three key areas: risk management, financial management, audit. It is specifically tasked to fulfill:

**Board responsibility 5: Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the board's risk tolerance level and director Board-approved mitigation strategies**

As per policy 6.4, *Finance, audit and risk (FAR) Committee terms of reference*, the FAR Committee shall:

1. Annually, review the CEO's draft budget and make recommendations to the Board.
2. Review the CEO's quarterly financial reports and make recommendations to the Board, as necessary.
3. Review the CEO's operational risk register and the Board's strategic risk register, and make recommendations with respect to the strategic risk register to the Board at the winter, spring, fall and late fall Board meetings.
4. Conduct a triennial review of the Board's strategic risk register and make recommendations of acceptable mitigation strategies, residual risk, and required actions to the Board as an input to each new strategic plan.
5. Review the investment reports (prepared by a third-party advisor) and make recommendations to the Board.
6. Review and recommend changes to the Board's investment policy.
7. Oversee the annual audit including:
  - a. Recommending an auditor to the Board and members including but not limited to the independence of potential auditors.
  - b. Annually assessing the auditor considering independence, communication and interaction, and quality of the engagement team.
  - c. Confirming the scope of the audit, which shall include a report on the appropriateness of the spending by the Board, the Board committees and Board officers.
  - d. Providing an annual report to the Board regarding the audited financial statements and any significant information rising from discussions with the auditor.
  - e. Providing an annual report to the members with:
    - i. The Board's recommendation concerning the audited financial statements,
    - ii. A summary of the auditor's observations together with Engineers Canada staff response, and
    - iii. The Board's recommendation for the appointment of the following year's auditor.
  - f. Conducting a comprehensive review of the auditor at least every five years. The outcome of this review is a recommendation to either retain the audit firm or put the audit out for tender.
8. Review and update the Board on finance-related matters such as internal financial controls and finance-related policies and procedures.
9. Provide information to the Board on significant new developments in accounting principles or relevant rulings of regulatory bodies with implications for the Board's financial policies, as provided by the auditor.

In addition, the outgoing 2019-2020 FAR Committee suggested that this year’s committee include the following in their work plan:

- Oversight of financial-related operational policies
- Oversight of defining symptoms, response strategies, monitoring methods, and responsible parties for each new strategic risk
- Oversight of long-term contracts, such as the investment advisor
- Consider procurement policy and contracting as part of the 2020-2021 audit scope
- Review of net asset structure and recommended annual assessment fee as part of the budgeting process, to ensure levels remain consistent with organizational needs

The outgoing committee also suggested changes to the Terms of Reference which would add three new responsibilities:

- To ensure that the audit includes a review of the key financial processes (to replace the “report on the appropriateness of the spending by the Board, the Board committees and Board officers”)
- To provide information to the Board, as provided by the auditor, on significant new developments in accounting principles or relevant rulings of regulatory bodies with implications for the Board’s financial policies
- To conduct a review of key long-term procurement contracts that extend beyond five years.

These changes will be considered by the Governance committee and then approved by the Board at the October 2020 meeting. If approved, they would be added to this work plan. Currently, the associated work is shown in **BLUE** in the work plan.

At this time, the 2020-2021 work plan is as follows:

No.	Item	Committee approval	Document deadline	Board meeting/ presentation
1.	a) Approve the committee work plan and chair	Jun. 15, 2020 Virtual	Aug. 19, 2020	Oct. 2, 2020
2.	a) Review draft budget (includes recommendation re setting the per capita assessment fee) b) Finalize definitions for new strategic risks c) Review Q2 2020 financial statement d) Review Q2 investment performance report	Aug. 14, 2020 Hybrid	Aug. 19, 2020	Oct. 2, 2020
3.	a) Review final budget (includes recommendation re setting the per capita assessment fee) b) Draft investment policy review <sup>i</sup> c) Review FAR strategic risks	Oct. 21, 2020 Virtual	Oct 22, 2020	Dec. 7, 2020
4.	a) Review Q3 2020 financial statements b) Review Q3 investment performance report c) Review strategic and operational risk registers <sup>ii</sup>	Nov. 10, 2020 Virtual	Nov 7, 2020	Dec. 7, 2020
5.	a) Review FAR strategic risks b) Review strategic and operational risk registers c) Review audit plan d) Oversight of FAR Committee’s portion of the strategic performance reporting on Board Responsibility 5 <sup>iii</sup>	Dec. 1, 2020 Virtual	Jan. 7, 2021	Feb. 24, 2021



No.	Item	Committee approval	Document deadline	Board meeting/ presentation
6.	a) Review Q4 2020 financial statements b) Review Q4 investment performance report c) Review finance-related operational policies d) <a href="#">Review long-term procurement contracts</a>	Feb. 25, 2021 Ottawa	n/a	n/a
7.	a) Review audited financial statements b) Review briefing note regarding appointment of auditors c) Review FAR strategic risks	Mar. 17, 2021 Virtual	Mar. 19, 2021 <sup>iv</sup>	Apr.7, 2021
8.	a) Review Q1 2021 financial statements b) Review Q1 investment performance report c) Review strategic and operational risk registers	May 12, 2021 Virtual	Apr 28, 2021	May 28, 2021

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<sup>i</sup> The Governance Committee is working on the development of the investment policy, based on input from the outgoing FAR Committee. Once the draft is completed, FAR will be asked to review before submission to the Board for final approval.

<sup>ii</sup> Intent of the review is to bring comments to the Board meeting

<sup>iii</sup> To be included in the annual strategic performance report.

<sup>iv</sup> The draft audited statements are the focus of this Board meeting, the agenda is circulated Mar. 24, 2021; translation is received from KPMG.

## BRIEFING NOTE: For decision

<b>Governance Committee work plan</b>	4.6
Purpose:	To approve the work plan of the 2020-2021 Governance Committee
Link to the strategic plan:	Board responsibility 4: Ensure the development and periodic review of Board policies
Motion(s) to consider:	<i>THAT the Board approve the 2020-2021 Governance Committee work plan.</i>
Vote required to pass:	Simple majority
Transparency:	Open session
Consultation summary:	2019-2020 and 2020-2021 Governance Committee, Board, and staff
Prepared by:	Evelyn Spence, Legal Counsel and Corporate Secretary
Presented by:	Nancy Hill, Director from Ontario and Chair of the Governance Committee

### Problem/issue definition

- One of the Governance Committee's primary purposes is to maintain the currency of Engineers Canada's Board policies and governance documents (i.e. its Bylaws and articles of continuance).
- The committee met on June 15, 2020 to determine the update schedule for the second review of all policies approved throughout the course of the Governance, Strategic Planning, and Consultation project. The schedule for these reviews is presented in the attached 2020-2021 work plan.
- The committee is also responsible for the regulator survey on governance effectiveness, and for making recommendations regarding Board education related to governance and Board effectiveness. These additional items are also addressed in the work plan.

### Proposed action/recommendation

- Approve the 2020-2021 Governance Committee work plan.

### Other options considered:

- N/A

### Risks

- Failing to maintain the currency of the policy manual could lead to strategic, operational, and legal risks
- Failure to ensure that Engineers Canada's governance is effective and meets the needs of regulators could lead to loss of trust with the Members
- Operating without an approved work plan does not demonstrate accountability to the regulators (Board Responsibility 1)

### Financial implications

- None identified. All work will be accomplished with staff time and internal resources.

### Benefits

- Provides clarity to all stakeholders (Board and committee members, staff, and regulators) regarding how Engineers Canada runs and is governed.

### **Consultation**

- The Governance Committee relied on the recommendations of the 2019-2020 Governance Committee, the input of Engineers Canada staff, and the direction provided in the *2019-2021 Strategic plan* in the development of this work plan.

### **Next steps (if motion approved)**

- Governance committee to execute the 2020-2021 work plan.

### **Appendices**

- See attached work plan complete with schedule for policy updates.



## Draft Governance Committee 2020-2021 work plan

**Committee purpose:** The Governance Committee enhances the Board’s effectiveness and efficiency on matters relating to Board governance principles and policies. It is specifically tasked to fulfill:

**Board responsibility 4: Ensure the development and periodic review of Board policies.**

As per policy 6.8, *Governance committee terms of reference*, the Governance Committee shall:

- Review and maintain the currency and relevance of Board policies and governance documents.
- Review and make recommendations on the currency and relevance of the bylaws and Articles of Continuance.
- Make recommendations for content and review results of the annual Board assessment survey.
- Make recommendations for Board education related to governance and Board effectiveness.
- Conduct a periodic survey of regulators and directors to evaluate the effectiveness of Board governance and operations and develop action plans to address any required improvements.

The Governance Committee has the authority to make editorial changes to Board policies such as the correction of typographical and grammatical errors, to ensure the consistent use of terminology and plain language, and to update references.

No.	Item	Committee approval	Document deadline	Board meeting/ presentation
1	a) Approval of the committee work plan and chair b) Present schedule for reviewing all policies c) Review FAR committee terms of reference d) Review net asset policy and reserve fund policy	Jun. 15, 2020 Virtual	Aug. 3, 2020	Oct. 2, 2020
2	a) Oversight of Governance Committee’s portion of the strategic performance reporting on Board Responsibility 4 <sup>i</sup> b) Consistency review of all policies <sup>ii</sup> c) Round 1 policy reviews <sup>iii</sup> d) Confirm content of governance effectiveness survey for Board approval <sup>iv</sup> e) Review and oversight of Governance Committee strategic risks	Sep. 9, 2020 Virtual	Oct. 5, 2020	Dec. 7, 2020
3	a) Round 2 policy reviews <sup>v</sup> b) Bylaw revisions <sup>vi</sup> c) Review and oversight of Governance Committee strategic risks d) Oversight of Key Performance Indicators (KPIs) to be included in the strategic performance reports <sup>vii</sup>	Nov. 17, 2020 Virtual	Dec. 9, 2020	February 24, 2021

No.	Item	Committee approval	Document deadline	Board meeting/ presentation
4	a) Other policy improvements and additions, as identified b) Prepare recommendations/ action plan for improvements based on results of governance effectiveness survey c) Review and oversight of Governance Committee strategic risks d) Board self-assessment report (includes recommendations for Board training (for 2021) <sup>viii</sup> e) Present final report for 2020-2021 committee contributions, including recommended additions for the 2021-2021 Governance Committee’s work plan.	Mar. 3, 2021 Virtual	Mar. 30, 2021	May 28, 2021

<sup>i</sup> To be included in the annual strategic performance report.

<sup>ii</sup> Review of all policies to confirm consistency in numbering, terminology, definitions and review periods.

<sup>iii</sup> Finance-related policies from 2019-2020 FAR Committee + development of new finance policies (investment policies) + others.

<sup>iv</sup> The governance effectiveness survey will be launched in early January. This decision was made to ensure more “breathing room” between surveys focused on governance (Chair assessment survey is sent out in December and the Board (self/peer) assessment survey is sent out in March) and to provide time for stakeholders to fully experience the governance improvements. The content for the survey was developed by the 2019-2020 committee and now needs to be confirmed/adjusted by the new committee, approved by the Board, and circulated. Following receipt of the survey results, the Governance Committee will develop an action plan to address any required improvements, for Board approval in May 2021.

<sup>v</sup> All remaining policies.

<sup>vi</sup> As determined by the committee. Possible items for review include expansion of electronic meeting provisions (s. 3.6) and enhancing clarity of s. 5.7 and 5.8.

<sup>vii</sup> The Board has indicated that it would like KPIs to be added to the quarterly and annual strategic performance reports, so there is a consistent way of monitoring achievement of the results. Engineers Canada staff are responsible to report progress against the strategic plan and will coordinate this work, which will be overseen by the Governance Committee.

<sup>viii</sup> Due to the fit with the Governance Committee’s work of identifying gaps and recommending training to support Board governance, the 2019-2020 HR Committee proposed, at their December 8 meeting, that the Governance Committee consider assuming the oversight of reporting the results of the Board assessment portion of the survey. The Governance Committee agreed to assume the task on January 8, 2020. This work includes making recommendations for content changes in respect of the following year’s survey and taking into consideration the results of the 2020-2021 Board assessment survey and the governance effectiveness survey. Note: The Governance Committee’s involvement will be limited to making recommendations with respect to the educational resources/training and thereafter would be referred to the Human Resources Committee, whose mandate includes the provision of continuing development of directors and others who work closely with the Board.

**APPENDIX A – Policy Review Schedule**

<b>No.</b>	<b>Policy name</b>	<b>Last approved</b>	<b>Committee review</b>	<b>Document deadline</b>	<b>Board meeting</b>
6.4	FAR Committee terms of reference	2019-05-24	2020-06-15	2020-08-19	2020-10-02
n/a	Net assets	NEW	2020-06-15	2020-08-19	2020-10-02
5.3	Financial condition	2019-12-09	September 2020	2020-10-22	2020-12-07
5.5	Asset protection	2019-12-09	September 2020	2020-10-22	2020-12-07
5.6	Planning	2019-12-09	September 2020	2020-10-22	2020-12-07
5.7	Compensation and benefits	2019-12-09	September 2020	2020-10-22	2020-12-07
7.1	Board, committee and other volunteer expenses	2019-05-24	September 2020	2020-10-22	2020-12-07
n/a	Investments	NEW	September 2020	2020-10-22	2020-12-07
1.5	About this manual	2019-12-09	September 2020	2020-10-22	2020-12-07
4.11	Board management delegation	2019-12-09	September 2020	2020-10-22	2020-12-07
4.9	President's role	2019-12-09	September 2020	2020-10-22	2020-12-07
5	Executive duties and limitations	2019-12-09	September 2020	2020-10-22	2020-12-07
7.11	Board consultation	2019-12-09	September 2020	2020-10-22	2020-12-07
4.13	Individual director assessment	2020-05-22	September 2020	2020-10-22	2020-12-07
4.3	Code of conduct	2020-05-22	September 2020	2020-10-22	2020-12-07
4.7	Monitoring of CEO	2020-05-22	September 2020	2020-10-22	2020-12-07
4.8	Board competency profile	2020-05-22	September 2020	2020-10-22	2020-12-07
2	Definitions	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
1.4	Strategic plan	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
4.12	Board self-assessment	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
4.2	Directors' responsibilities	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
5.4	Communication and support to the Board	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
6.1	Board committees and task forces	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
6.10	CEQB	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
6.12	Human resources committee terms of reference	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
6.13	President-elect nomination and election process	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
6.9	CEAB	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
7.9	Process for in camera meetings	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
8.1	Emerging disciplines policy	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
8.2	Diversity and inclusion	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
9.2	Qualifications Board guidelines	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
9.3	National position statements	2020-05-22	Mid-November 2020	2020-12-09	2021-02-24
	Others, as determined	n/a	Early March	2021-03-30	2021-05-28

## BRIEFING NOTE: For decision

<b>Human Resources Committee work plan</b>	<b>4.7</b>
Purpose:	To approve the work plan of the 2020-2021 Human Resources (HR) Committee
Link to the strategic plan:	Board responsibility 1: to hold itself, and its direct reports accountable Board responsibility 6: to provide orientation and continuing development of directors and others who work closely with the Board
Motion(s) to consider:	<i>THAT the Board approve the 2020-2021 Human Resources Committee work plan.</i>
Vote required to pass:	Simple majority
Transparency:	Open session
Consultation summary:	2019-2020 and 2020-2021 HR Committee, Board, and staff
Prepared by:	Christina Mash, Governance Administrator
Presented by:	David Lynch, Director from Alberta and Chair of the HR Committee

### Problem/issue definition

The HR Committee's purposes include:

- review of policies regarding management of Engineers Canada staff and volunteers
- maintenance and administration of the competency profiles for the board, its directors, and its committee chairs
- oversight of the director onboarding and development program
- review of the CEO, Board, and committee succession plans
- development of the CEO's annual objectives, and
- conducting the CEO assessment and making recommendations regarding their compensation to the Board

### Proposed action/recommendation

- Approve the 2020-2021 HR Committee work plan

### Other options considered:

- N/A

### Risks

- Failure to meet the responsibilities of this committee could put the organization's reputation at risk
- Operating without an approved work plan introduces risks of not considering all necessary items
- Operating without an approved work plan does not demonstrate accountability to the regulators (Board Responsibility 1)

### Financial implications

- Included in the 2021 budget

## **Benefits**

- Provides clarity to all stakeholders (Board and committee members, staff, and regulators) regarding how and when strategic human resource issues will be managed.

## **Consultation**

- The HR Committee relied on the recommendations of the 2019-2020 HR Committee, the input of Engineers Canada staff, and the direction provided in the *2019-2021 Strategic plan* in the development of this plan.

## **Next steps (if motion approved)**

- Execute the 2020-2021 work plan.

## **Appendices**

- See attached work plan.



## Draft Human Resources Committee 2020-2021 work plan

**Committee purpose:** The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by attracting new volunteers and monitoring and assessing the performance of the Board, committees, directors, and the CEO so that Engineers Canada can deliver on its mandate. It is specifically tasked to fulfill:

### Board responsibility 1: Hold itself, its directors, and its direct reports accountable

### Board responsibility 6: Provide orientation of new directors, and continuing development of directors and others who work closely with the Board

As per policy 6.12, *Human Resources Committee terms of reference*, the Human Resources Committee shall:

1. In consultation with each outgoing committee chair, annually nominate new committee members and recommend committee chairs as per Board policy 6.1.
2. Regularly review policies which provide for the sound management of Engineers Canada's volunteers and personnel.
3. Establish, administer, and annually review competency profiles for the Board, individual directors, and chairs.
4. Provide oversight of the director onboarding and development program.
5. Annually review succession planning for the CEO, the Board, and its committees.
6. Annually confirm succession plans for the direct reports to the CEO.
7. Develop and recommend annual objectives for the CEO to the Board.
8. Conduct regular CEO assessments and make recommendations to the Board regarding annual CEO compensation.
9. Review results of the employee engagement survey

The 2019-2020 outgoing HR Committee recommended work, as captured in Board report 5.6 from the May 22 Board meeting, which has been incorporated into the plan below. One additional workload consideration is the formal 360 and compensation review for the CEO that will be undertaken as per Board policy 4.7, marking three years since G. McDonald was appointed to the role in 2018.

No.	Items	Committee approval	Document deadline	Board meeting/presentation
1.	a) Selection of committee chair b) Nominate new committee members and recommend chairs c) Oversight of the employee engagement work plans	May 23, 2020 Virtual	May 26, 2020	Jun. 15, 2020
2.	a) Approval of the committee work plan b) Oversight of director professional development: 2021 planning based on Governance Committee <sup>i</sup> c) Overview of process for formal 360 CEO assessment and comprehensive compensation review, established by staff d) Oversight of the employee engagement work plans	Jun. 15, 2020 Virtual	Aug. 4, 2020	Oct. 2, 2020
3.	a) Confirmation of chair assessment questionnaires <sup>ii</sup> b) Selection of external consultants for formal 360 CEO assessment and comprehensive compensation review, based on staff recommendation c) Annually confirm succession plans for the direct reports to the CEO d) Review and oversight of HR committee strategic risk(s) <sup>iii</sup> e) Oversight of the employee engagement work plans	Sep. 17, 2020 Virtual	Oct. 5, 2020	Dec. 7, 2020

No.	Items	Committee approval	Document deadline	Board meeting/ presentation
4.	a) Oversight of the HR Committee’s portion of the strategic performance reporting on Board responsibility #1 and #6 <sup>iv</sup> b) Review results of formal 360 CEO review and comprehensive compensation review c) Confirmation of CEO objectives for 2021 d) Confirm questionnaires for both the self- and peer-assessments of directors e) Review and oversight of HR committee strategic risk(s) <sup>v</sup> f) Oversight of the employee engagement work plans	Dec. 8, 2020 Ottawa	Dec. 9, 2020	Feb. 24, 2021
5.	a) Make recommendations on HR Committee nominees for 2021-2022 b) Review director orientation program <sup>vi</sup> c) Present final report for 2020-2021 committee contributions, including recommended additions for the 2021-2022 HR Committee work plan. d) Oversight of volunteer database project <sup>vii</sup> e) Review and oversight of HR committee strategic risk(s) <sup>viii</sup> f) Oversight of the employee engagement work plans	Mar. 29, 2021 Virtual	Mar. 30, 2021	May 28, 2021

<sup>i</sup> Oversight (planning and delivery) of Board development is an HR Committee responsibility. Planning is based on the Governance Committee’s recommendations for governance training, following their oversight of the Board self-assessment survey report (delivered to the Board in May). Staff will plan activities for consideration with the 2021 budget and will require the committee’s advice in establishing an upper limit of funds to be used for the programming. Work may require adjustment following the October Board meeting discussions.

<sup>ii</sup> Board committees and task forces, as well as CEAB and CEQB, as per policy 6.2

<sup>iii</sup> Deadlines to provide input to FAR (creator of the BN) are one week in advance of decision document dates.

<sup>iv</sup> To be included in the annual strategic performance review.

<sup>v</sup> See note 3.

<sup>vi</sup> Slides circulated to directors two weeks in advance of delivery (2020 orientation delivery was May 13 and June 10).

<sup>vii</sup> Item may transfer to 2021-2022 HR Committee based on timing of project (currently projected to begin middle to end of 2021).

<sup>viii</sup> See note 3.

## BRIEFING NOTE: For decision

<b>Operational imperative 7 (OP7) – Managing risks and opportunities associated with mobility of work and practitioners internationally (International Mobility)</b>		4.8
Purpose:	Approval of the sub-strategy for OP7	
Link to the strategic plan:	Operational imperative 7	
Motion(s) to consider:	<i>THAT the Board approve the proposed sub-strategy for Operational imperative 7, on recommendation of the CEO.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Consultation summary:	Regulators (12 of 12 responded), CEO Group, National Admissions Officials Group	
Prepared by:	Beryl Strawczynski, Manager, Regulatory Research and International Mobility	
Presented by:	Gerard McDonald, Chief Executive Officer	

### Problem/issue definition

- In May 2018, Engineers Canada’s Board of Directors approved a new strategic plan, which highlighted, in Operational imperative 7, the submission of an analysis, rationale, and recommended strategy to the Board on how best to manage risks and opportunities associated with mobility of work and practitioners internationally.
- Since the approval of the strategic plan, Engineers Canada has conducted research and an environmental scan, and held face-to-face consultations with regulators’ representatives. Based on the results of these, a recommended sub-strategy was developed.

### Proposed action/recommendation

- Recommend that the Engineers Canada Board of Directors approve the attached sub-strategy.

### Financial implications

- Financial implications are included in the current budget for 2020 and the forecast for 2021.
- An annual budget to support this operational imperative will be allocated as part of the regular budget process.

### Consultation

- In February 2020, a face-to-face consultation with representation from all 12 regulators was held and the results were circulated to all participants to confirm their feedback.
- The National Admissions Officials Group was also consulted at their webinar meeting in April 2020, and the CEO Group reviewed the sub-strategy report in July 2020.

### Next steps (if motion approved)

- Sub-strategy will be implemented.

### Appendices

- OP7 – International mobility sub-strategy report



# Engineers Canada strategic plan 2019-2021

## Operational imperative 7: International mobility

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

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# Operational imperative 7: International mobility

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## Executive summary

In May 2018, Engineers Canada's Board of Directors approved its new *2019-2021 Strategic plan* and introduced the operational imperative of managing risks and opportunities associated with mobility of work and practitioners internationally, referred to as "international mobility" in short.

This proposed sub-strategy defines what initiatives are in scope for international mobility and how Engineers Canada can support regulators most effectively. It is based on feedback collected during consultation with all 12 regulators to understand their current activities and desired state for this portfolio.

## Introduction

Mobility of engineering work and individual practitioners is a new reality of our world. Canadian practitioners and firms export their skills and knowledge abroad ("outbound") while international engineers and firms seek to practice in Canada ("inbound").

Canadian engineering regulators are facing pressures to fulfill their role to protect the public as inbound engineering to Canada increases. Regulators must ensure that international engineers and firms practising in Canada fulfill the registration requirements and adhere to the standards and codes of engineering in a Canadian environment.

Engineers Canada has engaged in various initiatives to respond to and promote mobility but there has never been a coordinated strategic approach. This sub-strategy is focused on aligning the different aspects of "inbound" international mobility work and helping regulators manage the risks and opportunities of it.

The *2019-2021 Strategic plan* states:

*As the national body representing the engineering regulators, Engineers Canada is well positioned to define the risks and opportunities associated with the mobility of work and practitioners internationally, as this impacts all regulators. Further, by recommending actions to the regulators that manage and respond to these impacts, Engineers Canada can help to inform the regulatory decisions in each jurisdiction.*

This document addresses the current initiatives and gaps related to international mobility and identifies how Engineers Canada can support regulators in this area. Canada has a strong reputation around the world for the effective regulation of engineering, and this proactive strategy can maintain this reputation while recognizing and responding to the growing trends of global engineering.

## Client definition

The regulators are the targeted client for this sub-strategy. The initiatives of this operational imperative will provide regulators with information and tools to understand, manage, and respond to the impacts of international mobility.

## Stakeholders

Other parties who may be impacted by or influence the international mobility work include:

- **International engineers** seeking information about how to become licensed in Canada using the [EngineerHere](#) / [Ingénieurs-lci](#) website.
- **The federal government**, when consulting on professional services annexes for proposed free trade agreements (FTAs).
- **The International Engineering Alliance (IEA)**, a global non-profit organization whose aim is to enhance engineering mobility with standards for recognizing educational qualifications and professional competence. Engineers Canada is a signatory to the IEA's Washington Accord, International Professional Engineers Agreement (IPEA), and the Asia-Pacific Economic Cooperation Engineers Agreement (APEC-EA).
- **Authorized engineering bodies** in other countries who currently have or seek bilateral mutual recognition agreements with Canada.

## Current state, desired state, and gaps analysis

As per the *2019-2021 Strategic plan*, the intended outcomes of this sub-strategy are to:

1. Provide online information for internationally trained engineers that describes the process for becoming an engineer in Canada.
2. Maintain current information on international institutions and degrees for use by the regulators.
3. Provide timely and accurate information to regulators on the impact of international trade agreements.
4. Maintain international mobility agreements and mutual recognition agreements in accordance with regulator needs.
5. Provide regulators with a timely and accurate assessment of the risks and opportunities associated with mobility of work and practitioners internationally.

In February 2020, Engineers Canada consulted with all 12 regulators to understand:

- how to define these intended outcomes
- what importance they have to regulators' ability to manage and respond to international mobility
- what actions Engineers Canada can take to support regulators

During the consultation, regulators had the opportunity to discuss:

1. What does the desired state / successful outcome look like for each intended outcome?
2. What is the current state?
3. What gaps exist between the current and desired state?
4. What role can Engineers Canada have in achieving and maintaining the desired state?

**Intended outcome #1: Provide online information for internationally trained engineers that describes the process for becoming an engineer in Canada.**

**Current state:**

- Engineers Canada maintains the [EngineerHere](#) and [Ingénieurs-Ici](#) websites to provide information about practising engineering in Canada, including the licensing requirements and procedures.
- The website content and appearance were revised and updated in Q4 2019 in consultation with regulators.

**Desired state:**

- Engineers Canada will continue to provide pre-arrival resources that are encouraging of diverse international engineering applicants.

**Gaps:**

- Content on the website is presented in English and French only. There may be many other users who cannot benefit from the information because of language barriers.
- The website requires ongoing promotion.

**Intended outcome #2: Maintain current information on international institutions and degrees for use by the regulators.**

**Current state:**

- Several regulators rely on the International Institutions and Degrees Database (IIDD) for assessing international engineering applicants. It contains engineering-specific information that is not available from third party evaluation agencies.
- The IIDD provides information about defined criteria which are used to categorize and judge institutions and degrees relative to the Canadian Engineering Accreditation Board (CEAB).
- Regulators use an ad-hoc process to request information about specific institutions.
- Upgrades to the IIDD are currently underway to improve the contents and improve regulators' confidence in the data.

**Desired state:**

- Engineers Canada maintains an updated and accurate database of international institutions awarding engineering degrees. The information assists regulators in determining if the degree is at the required level for entry to the profession in Canada.
- Engineers Canada maintains an updated and accurate database with information about international engineering education systems and registration systems.
- Regulators have confidence in the relevance and accuracy of the database information and can use it to make their own determination about applicants' paths to licensure.
- There is a defined process for requesting research on specific international institutions, education, or registration systems.



**Gaps:**

- IIDD functionality is not versatile enough to meet regulator needs, including adequate information about:
  - Visibility of competent authorities
  - Country quality assurance education or accreditation systems
  - Registration systems
  - Highlighting diploma mills
- The current IIDD offers a comparison of defined criteria and offers a determination on the equivalency. The future-state IIDD (in development) will provide regulators with information to make their own decisions.
- IIDD functionality does not allow regulators to conduct automated requests on specific institutions, degrees, or other information relevant to the assessment process of international graduates.
- Regulators have no mechanism for discussing the content of the IIDD together.

**Intended outcome #3: Provide timely and accurate information to regulators on the impact of international trade agreements.**

**Current State:**

- The Engineer Canada Public Affairs team:
  - responds to requests for input on FTA proposals from the federal government.
  - provides draft submission responses on FTA proposals to regulators for comment.
  - meets with federal government officials regarding current FTAs and provides guidance on language pertaining to professional services annexes to ensure the engineering profession is included and any issues of concerns from the engineering regulators are considered.
  - Prepares updates on FTA negotiations for regulators and the Board in the form of briefing notes and/or CEO updates.

**Desired state:**

- Regulators remain informed of FTA negotiations and/or potential FTAs and provide input during government negotiations and drafting.
- FTAs recognize regulators' authority to regulate the entry and practice of engineers in their jurisdiction.

**Gaps:**

- There is limited information flow between Engineers Canada and regulator staff about the benefit, risks and relevance of FTAs.

**Intended Outcome #4: Maintain international mobility agreements and mutual recognition agreements in accordance with regulator needs.**

**A. Professional Competence (IPEA and APEC-EA)**

**Current state:**

- Engineers Canada is a signatory to the IPEA and APEC-EA agreements under the IEA.
- Engineers Canada has a mobility register, as required by the terms of the IPEA and APEC-EA. The purpose of the register is to promote Canadian engineers working internationally by designating them as having met certain registration and practice standards. There are currently about 250 names on the register.

**Desired state:**

- Engineers Canada retains signatory status as a member of the IPEA and APEC-EA.
- Engineers Canada maintains the IPEA and APEC-EA mobility register for Canadian professional engineers, and regulators recognize individuals listed on the registers of other member countries for licensure with minimal additional assessment.

**Gaps:**

- The intention of the agreements is to facilitate mobility and signatories assessing applicants “should be limited to the minimum reasonably necessary” to have confidence in the home jurisdiction’s requirements. Complaints from other IEA signatories suggest that Canadian regulators are not respecting the intent of these agreements by continuing to use thorough assessments.
- The IEA periodically reviews its signatories for compliance with rules and procedures. Because Engineers Canada is a federation without licensing authority, Engineers Canada’s evaluation system and regulatory checks may not be consistent enough to fulfill the intention of the agreements or meet the requirements for a mobility register.
- Existing Engineers Canada procedures for maintaining the mobility register are insufficient due to limited staff support, limited engineering experience to evaluate applicants’ experience, problematic applications, delayed processing times, and limited technological tools for tracking applications.
- The mobility register may provide value to engineers, although comprehensive data collection has not been performed. There is no data to support whether engineers on the Canadian register are globally recognized for their skills.

**B. International academic mobility**

***Washington Accord***

**Current state:**

- Engineers Canada is a signatory of the Washington Accord and meets all obligations (mentoring potential new signatories, hosting review teams, providing reviewers, and participating in the annual meeting).

- As a signatory to the Washington Accord, Engineers Canada has obligations to occasionally act as a mentor to other countries seeking status in the Washington Accord.

**Desired state:**

- Graduates from Washington Accord countries are accepted by regulators as having met the academic requirements for licensure.
- Engineers Canada continues to fulfill its occasional mentoring obligations under the Washington Accord without affecting its core responsibilities.

**Gaps:**

- Regulators do not have trust in the IEA's process because they do not have detailed knowledge of the accreditation systems from all Washington Accord countries.

***Canadian Engineering Accreditation Board (CEAB)***

**Current state:**

- Engineers Canada conducts substantial equivalency visits for international engineering programs upon request on a cost-recovery basis. Requests for visits are considered by the CEAB based on their existing capacity and within their existing procedures.

**Desired state:**

- There is a clear policy defining the process and expectations for the CEAB to engage in substantial equivalency visits.

**Gaps:**

- The CEAB's policy is focused on visiting institutions. The policy needs to be revised to focus on accreditation systems.
  - Volunteers and staff may be spending their capacity on international visits instead of Canadian visits.
  - There are no estimates for how much time is devoted to fulfilling these requests.
  - There is no defined limit of time or duration for CEAB once it offers substantial equivalency visits.
  - There is no analysis that shows the cost-recovery of activities.

**C. Mutual recognition agreements (MRAs)**

**Current state:**

- Engineers Canada has six MRAs with: Hong Kong Institution of Engineers (2004), CTI France (2006), Engineers Ireland (2009), Engineers Australia (2013), the state of Texas (2016), and the state of Nevada (2017).

- Many of these MRAs are outdated and have not been formally reviewed as part of any renewal process.

**Desired state:**

- Engineers Canada has MRAs with specific countries designated by the regulators, and the MRAs are recognized by all Canadian engineering regulators.
- Engineers Canada has a defined process for ensuring MRAs remain current and international licensing procedures are periodically reviewed.
- Engineers Canada focuses on developing MRAs with economies which are not part of the IEA.

**Gaps:**

- The existing MRAs' content, implementation, and usage rates have not been reviewed regularly.
- Engineers Canada does not send a visiting team to periodically monitor the registration/licensing systems in these jurisdictions to ensure continued substantial equivalency.
- Complaints from applicants under the MRAs suggest that not all regulators are respecting the intent of these agreements by continuing to use thorough assessments.
- The uneven acceptance of MRAs means that applicants may deliberately apply to a jurisdiction where MRAs are recognized before transferring their licence to another Canadian jurisdiction through the Canadian Free Trade Agreement.
- There are reputational and relationship management risks if Engineers Canada were to withdraw from MRAs, and the impacts on Canadian engineers seeking to work in those countries are unknown. Withdrawal from these MRAs may also increase the workload for some regulators to either thoroughly assess each international applicant or to enter into their own jurisdictional recognition agreements with other organizations.

**Intended outcome #5: Provide regulators with a timely and accurate assessment of the risks and opportunities associated with mobility of work and practitioners internationally.**

**Current state:**

- Canadian engineering projects may be based on engineering work carried out abroad by individuals who are not licensed in Canada and have no understanding of engineers' role in safeguarding the public.
- Most regulators find enforcing against international firms/practitioners working in Canada to be a challenge. It is hard to identify and act in a timely manner.
- Most regulators do not take disciplinary action against Canadian engineers for activities taking place outside of Canada.

**Desired state:**

- Monitor how globalization and mobility of engineering work and practitioners are affecting public safety in Canada.

### Gaps:

- There is no data to understand how globalization of work and practitioners is affecting public safety.
- There are limited pathways to provide international engineers or firms with licences to perform time-bound, project-based services in a Canadian jurisdiction.
- There are unknown risks to the reputation of the Canadian engineering profession and the ability to safeguard the public, for example, if practitioners who experience international failures (e.g. incompetence, misconduct) return to practice in Canada.

## Recommendations for international mobility initiatives

During the consultation with regulators, there was discussion about what Engineers Canada can do to support international mobility with its available resources. For each intended outcome, regulators were asked:

1. Should current activities be continued, enhanced, or discontinued?
2. What steps would be needed to close the gaps between current and desired states?

**Intended outcome #1: Provide online information for internationally trained engineers that describes the process for becoming an engineer in Canada.**

**Status:** Continue

### Tactics:

- Maintain the [EngineerHere](#) / [Ingénieurs-Ici](#) website.
- Create new one-pagers in languages other than English and French in consultation with National Admissions Officials Group. Follow the model of [Geoscientists Canada](#) and emphasize the regulation of engineering in Canada.
- Collect regulators' data to help determine which languages to translate.
- Collect data from the website where the one-pagers are published to measure traffic.
- Work with regulators to promote the [EngineerHere](#) / [Ingénieurs-Ici](#) website and find other low-cost promotional opportunities.

**Intended outcome #2: Maintain current information on international institutions and degrees for use by the regulators.**

**Status:** Continue

### Tactics:

- The National Admissions Officials Group approved the 2020 IIDD Improvement Plan to resolve challenges related to the functionality and operating platform and address their current needs.
- The Improvement Plan is in development and an updated IIDD is expected to launch in 2021.

**Intended outcome #3: Provide timely and accurate information to regulators on the impact of international trade agreements.**

**Status:** Continue

**Tactics:**

- Engineers Canada's Public Affairs team will continue to:
  - draft responses to government FTA requests and send to regulator CEOs for consultation.
  - provide updates to regulators on trade activities, such as where FTAs are being signed or negotiated
- Engineers Canada's Public Affairs team will enhance:
  - the analysis and potential impact of key aspects in proposed FTAs that are relevant to engineering regulators
  - promoting a framework within FTAs under which new MRAs can be pursued.

**Intended outcome #4: Maintain international mobility agreements and mutual recognition agreements in accordance with regulator needs.**

**Status:** Enhance

**Tactics:**

- Establish a governance working group with regulator staff to help address international mobility agreements, including strategies, negotiating terms, reviewing existing processes, and informing decisions and voting at the annual IEA meeting.
- Educate regulators about the current IEA agreements and MRA conditions. This will require the expertise of the CEAB for the Washington Accord.
  - Engineers Canada will forward countries' applications for Washington Accord status to regulators for knowledge of their accreditation systems and include an analysis of the country's substantial equivalency.
- Engineers Canada will confirm its position and confidence with the IEA before deciding how to review the existing MRAs or pursuing new ones.
  - Focus activities on countries that have started their application process to the IEA and are likely to have their accreditation systems accepted into the Washington Accord.
  - The current MRAs should be evaluated every 6 years. The evaluation should use defined criteria, and the findings need to be provided to regulators for them to have confidence in the international country's system.
  - In future, overarching FTA frameworks could be used to pursue new MRAs.
- Assign additional dedicated resources to support Engineers Canada's mobility register as required under the IPEA/APEC agreements.

**Intended outcome #5: Provide regulators with a timely and accurate assessment of the risks and opportunities associated with mobility of work and practitioners internationally**

**Status:** Discontinue

**Rationale:**

Regulators discussed what viable initiatives could support them in dealing with the mobility of work and practitioners coming into Canada. Except for [EngineerHere](#) / [Ingénieurs-ici](#) and the IIDD, the regulators decided these activities are out of scope for Engineers Canada. It can be difficult to define globalization and collect useful data, and regulators deal with application and enforcement cases individually. During the discussion, regulators supported the tactic of monitoring international trends and informing regulators of relevant findings.

**Tactics:**

- Engineers Canada will monitor international trends that could affect regulators; this will be incorporated and tracked as part of the Regulatory Research portfolio.

**Resource requirements**

The initiatives under this operational imperative are shared among several Engineers Canada staff:

Engineers Canada staff	Intended outcome
Manager, Foreign Credential Recognition	1. Provide online information for internationally trained engineers that describes the process for becoming an engineer in Canada.
Researcher, International Institutions	2. Maintain current information on international institutions and degrees for use by the regulators.
Public Affairs Team <ul style="list-style-type: none"> <li>• Manager, Public Affairs</li> <li>• Government Relations Specialist</li> </ul>	3. Provide timely and accurate information to regulators on the impact of international trade agreements.
Manager, Regulatory Research and International Mobility <ul style="list-style-type: none"> <li>• IEA professional competence agreements (IPEA, APEC-EA) and country specific MRAs</li> </ul> Manager, Accreditation and CEAB Secretariat <ul style="list-style-type: none"> <li>• IEA Washington Accord</li> </ul>	4. Maintain international mobility agreements and mutual recognition agreements in accordance with regulator needs

Engineers Canada staff	Intended outcome
Manager, Regulatory Research and International Mobility * as part of the regulatory research portfolio	5. Provide regulators with a timely and accurate assessment of the risks and opportunities associated with mobility of work and practitioners internationally.  <i>The responsibilities for this initiative are monitoring for relevant international trends.</i>

The Engineers Canada team is currently supported in this work with the help of many other internal and external resources, including:

- Engineers Canada staff with specialized knowledge, such as legal, regulatory affairs, diversity, project and process management, or communications.
- Regulator Officials groups who provide insights into regulatory activities, such as registration processes.
- The CEAB who acts as the decision-making body for Engineers Canada’s representation in the Washington Accord and conducts mentoring to other countries.

**Expected new resources – Mobility Register procedural improvements**

To fulfill its obligations in the IPEA and APEC-EA, Engineers Canada will need to enhance the mobility register, which will require additional resources. This includes reliance on subject matter experts to review applications to the mobility register and verify the quality of engineering experience, and technological resources to improve application processing.

**Evaluation plan**

Regular program evaluation will be used to assess the effectiveness of Engineers Canada’s international mobility activities. Ongoing monitoring can show how well the objectives are being fulfilled and what adjustments may be needed. Determining the right measures and indicators can be refined as the initiatives progress. The evaluation framework includes:

**Intended outcome #1: Provide online information for internationally trained engineers that describes the process for becoming an engineer in Canada.**

- Data from the [EngineerHere](#) / [Ingénieurs-Ici](#) website (e.g. number of visits)
- Regulator feedback\*

**Intended outcome #2: Maintain current information on international institutions and degrees for use by the regulators.**

- Progress towards implementation of the IIDD improvement plan for system improvements
- Documented IIDD processes
- Regulator satisfaction\*

\* These are already part of regular agenda discussions for the National Admissions Officials Group.



**Intended outcome #3: Provide timely and accurate information to regulators on the impact of international trade agreements.**

- Requests from the government for comment on FTA issues
- Dissemination of Engineers Canada's interpretation and analysis for regulator consideration
- Input from regulators
- The opportunity to leverage existing FTA frameworks for new MRAs

**Intended outcome #4: Maintain international mobility agreements and mutual recognition agreements in accordance with regulator needs.**

- Maintain Engineers Canada's signatory status in the IEA
- Improve the Engineers Canada mobility register processes
- Regulator confidence in the IEA demonstrated by increased acceptance of substantial academic and professional equivalencies
- Regulator recognition of MRAs

**Intended outcome #5: Provide regulators with a timely and accurate assessment of the risks and opportunities associated with mobility of work and practitioners internationally.**

- Regulator feedback on the semi-annual regulatory research newsletter (in development)

## Conclusion and proposed next steps

Engineers Canada already has many initiatives connected to international mobility. This sub-strategy provides the framework for aligning the various initiatives related to the mobility of practitioners and engineering work. Engineers Canada can use its position as a national body to promote and protect the reputation of Canadian engineering internationally and enable regulators to manage and respond to the risks and opportunities of international mobility.

Upon Board approval of this sub-strategy in October 2020, Engineers Canada's next steps will focus on:

- Providing online information for internationally trained engineers using the [EngineerHere](#) / [Ingénieurs-Ici](#) website and enhancing the content with one-pagers in different languages.
- Continuing to implement the 2020 IIDD Improvement Plan with the National Admissions Officials Group.
- Continuing to liaise with the federal government about the impact of FTAs, providing information and analyses to regulators and seeking their input when required.
- Enhancing regulators' understanding and confidence in the IEA, including the Washington Accord and the IPEA and APEC-EA.
- Establish a governance working group with regulator staff to help with negotiating international mobility agreements and informing IEA voting decisions.
- Once the relationship with IEA is clearer, Engineers Canada will review its existing MRAs and evaluate how to pursue new ones.

## Glossary of terms

### **Canadian Engineering Accreditation Board**

Reporting to the Engineers Canada Board, the volunteer-based Canadian Engineering Accreditation Board is comprised of senior engineering practitioners from academia, the public sector, and private industry. The CEAB produces information needed for the Board to make decisions on matters relating to engineering education both in Canada and in other countries. The CEAB performs assessments of academic engineering programs to determine if they meet accreditation criteria approved by the Engineers Canada Board. It grants accreditation to those programs that meet the criteria.

### **Canadian Free Trade Agreement**

A pan-Canadian agreement intended to facilitate the mobility of licensed engineers from one province or territory to another province or territory by reducing the need to go through additional training, work experience, examination, or assessment.

### **Engineers Canada Mobility Register**

To retain status as a signatory of international professional competency agreements under the International Engineering Alliance, Engineers Canada is required to maintain a mobility register. Engineers licensed in Canada on the mobility register can use certain designation to signify they have met the standard of registration and are prepared to conduct engineering practices internationally. They may also experience faster registration in some international jurisdictions.

### **EngineerHere / Ingénieurs-Ici Website**

A website that provides internationally trained engineers with information about how to become licensed engineers in Canada. The web content is available in English (<https://engineerhere.ca/>) and French (<https://engineerhere.ca/fr>).

### **Inbound mobility**

Engineering practitioners and projects coming into Canada.

### **International Institutions and Degrees Database (IIDD)**

A database created and maintained by Engineers Canada to inform regulators of international academic qualifications and make decisions about applicants' paths to licensure.

### **Free trade agreement (FTA)**

International pacts allowing for the movement of goods and services with minimal government intervention such as tariffs or quotas. Many agreements include clauses for professional services, such as engineering, which can affect regulators' ability to assess, licence, and regulate inbound mobility of practitioners and work. FTAs can provide an overarching framework under which mutual recognition agreements with additional requirements specific to engineering mobility are negotiated.

### **International Engineering Alliance (IEA)**

A global non-profit organization whose aim is to enhance engineering mobility with standards for recognizing educational qualifications and professional competence.

**Asia-Pacific Economic Cooperation Engineers Agreement (APEC-EA)**

A multinational agreement establishing an international standard of competence for independent practice in professional engineering to promote global mobility. Inclusion is restricted to countries in the Asia-Pacific region, although many country signatories are also part of the IPEA.

**International Professional Engineers Agreement (IPEA)**

A multinational agreement establishing an international standard of competence for independent practice in professional engineering to promote global mobility. Many country signatories are also part of the APEC-EA.

**Washington Accord**

A multinational accord that establishes and benchmarks the standard for professional engineering education and recognizes the academic qualities of accredited engineering degree programs.

**Mutual recognition agreement (MRA)**

An agreement between two or more countries intended to facilitate mobility by recognizing professional competence equivalencies and expediting licensure.

**National Admissions Officials Group**

Representatives from each regulator collaborate on best practices and tools for matters related to admission and advancing competency.

**Outbound mobility**

Canadian licensed engineering practitioners and projects seeking to export their knowledge and skills abroad.

## BRIEFING NOTE: For decision

Engineers Canada scholarship program		4.9
Purpose:	To accept recommendations on the structure and strategic approach to the Engineers Canada Scholarship Program.	
Link to the strategic plan:	Operational imperative 3: Providing services and tools that: enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada	
Motion(s) to consider:	<i>THAT the Board approve the recommendations from the scholarship program review, on recommendation of the CEO.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Consultation summary:	12 of 12 regulators, 19 Engineers Canada Board members, 6 members of the Awards Committee, 15 HEIs, 2 scholarship program sponsors	
Prepared by:	Brent Gibson, Manager, Communications Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships	
Presented by:	Gerard McDonald, Chief Executive Officer	

### Problem/issue definition

- At the May 2018 Annual Meeting of Members, the members approved a strategic plan that included an action to, “Conduct a review of the scholarships program and update and maintain it thereafter.”
- Engineers Canada’s scholarship program has been operating for many years, though its strategic aim and alignment to the purposes of Engineers Canada have not been clearly articulated.

### Proposed action/recommendation

- In light of the findings presented in *2020 Scholarship program review: Recommendations and findings*, it is recommended that:
  - Engineers Canada continue its scholarship program, with clearer articulation of the purpose, strategic focus, and intended outcomes of the program.
  - Current post-graduate scholarships continue at the same number and value.
  - Introduce undergraduate awards with a focus on the potential for leadership in the profession.
  - Discontinue the annual scholarship dinner and re-allocate funds to the undergraduate awards.

These changes would be implemented for the launch of the 2020-2021 scholarship cycle, opening in fall of 2020.

### Other options considered:

- Continue the program with no changes – The scholarship program review indicated a desire to introduce at least some undergraduate support. In addition, during the awards program review, the past monetary award from the Gold Medal Student Award was accepted by the Board to be re-allocated into the scholarship program. Introducing undergraduate student support to the scholarship program would provide support to Operational imperative 9: Promote diversity and inclusion in the profession that reflects

Canadian society, and Operational imperative 8: fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of engineering professionals.

- Introduce undergraduate support but maintain the scholarship dinner – While there is mixed support to maintaining the scholarship dinner, meaningfully supporting undergraduate students requires more than a \$10,000 investment. It is not a typical practice to hold scholarship dinners, and a re-allocation of funds would improve geographic distribution of awards.

## Risks

- There are risks that:
  - Scholarship nominations decline and insufficient nomination packages are received
    - While 2019-2020 saw a lower-than-average number of nominations, the past several years have had consistent numbers for a strong post-graduate program
    - This can be mitigated by a well-defined nomination promotional campaign and close monitoring of performance indicators
  - The introduction of undergraduate awards elicits an overwhelming number of applications
    - This can be mitigated by:
      - ensuring ample time between the deadline and the decision meeting for committee members to review nominations
      - ensuring the nomination form is clear and succinct
- Inaction risks:
  - If the Board does not make a decision on the future of its scholarship program, there is risk that the lack of strategic direction for the program leads to inefficient use of funds.

## Financial implications

- Accepting these recommendations would not cost any more than is currently being spent on the scholarship program. Additional scholarships are funded through the re-allocation of budget from the Gold Medal Student Award and the scholarship dinner.

## Benefits

- Engineering regulators:
  - Regulators have opportunity to highlight the strength of engineering students within their jurisdiction as well as across Canada.
- Engineering profession:
  - High performing engineering students (undergraduate) and engineers (post-graduate) are supported in their education and given greater support to positively impact the profession
  - Additional support is available to encourage success in engineering studies

## Consultation

- Regulators, the Engineers Canada Board, HEIs, current scholarship sponsors, and the Awards Committee were consulted through a scholarship review survey.
- Feedback was received from 12 regulators, 19 Board members, 15 HEIs, 2 sponsors, and 6 Awards Committee members.

## Next steps (if motion approved)

- If approved the 2020-2021 scholarship program will be launched with these changes implemented.

## Appendices

- 2020 Scholarship program review: Recommendations and findings

# 2020 Scholarship program review: Recommendations and findings

Prepared by Brent Gibson

## Introduction

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At the May 2018 Annual Meeting of Members, the members approved a strategic plan that included a review of the scholarship program. In response, Engineers Canada initiated a review process that included a survey of stakeholders and a review of scholarship expenditures.

This document provides a summary of the findings of that review and a recommended approach for Engineers Canada's scholarship program, starting with the 2020-2021 cycle.

## History of Engineers Canada's scholarship program

Scholarships have been awarded annually to engineers since 1974. The program was originally supported by the North American Life Assurance Company (Manulife) with one scholarship in each of five regions. In 1979, the regional allocation was removed, the number of scholarships provided was decreased to three, and the value of the scholarship was increased. From 1989 to 2004 ENCON sponsored an endowment for a professional engineer studying engineering failure investigation, risk management, or materials testing. In 1989 Meloche-Monnex began their support of Engineers Canada's scholarship program. From 2008 to 2012 the TD Meloche Monnex Léopold Nadeau Scholarship was offered to support engineers returning to university for further study or research in the area of public policy development.

Currently, Engineers Canada offers two scholarships: the Engineers Canada-Manulife Scholarship, which supports Canadian engineers returning to university for further study or research in an engineering field, and the Engineers Canada-TD Insurance Meloche Monnex Scholarship, which supports Canadian engineers returning to university for further study or research in a field other than engineering, but that will complement their engineering practice.

During last year's review of Engineers Canada's awards program, the Board accepted the recommendation to re-allocate the \$10,000 prize of the Gold Medal Student Award to the scholarship program.

## Key findings

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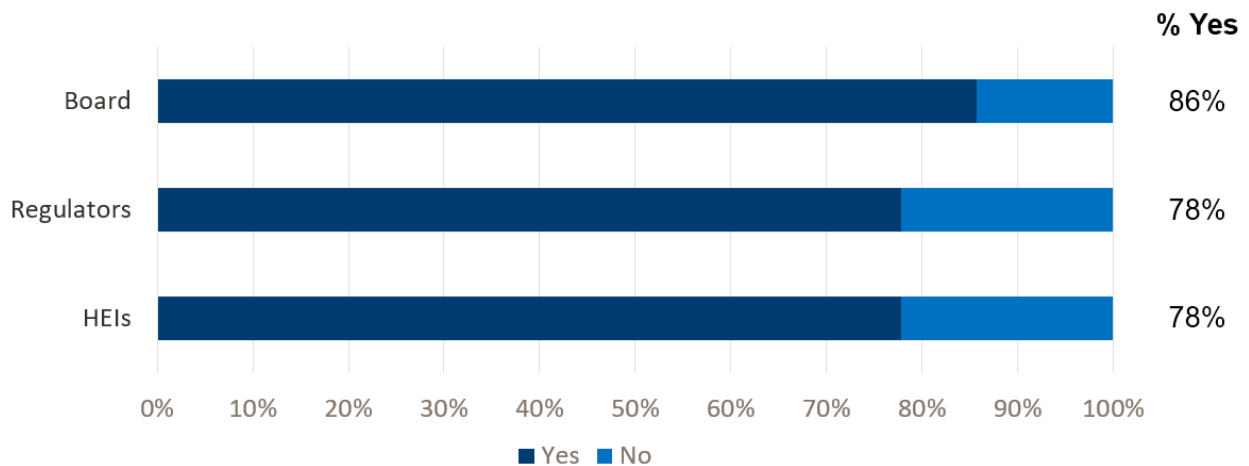
Based on the findings of this review, it is recommended that Engineers Canada:

1. Continue the scholarship program, with clearer articulation of the purpose, strategic focus, and intended outcomes of the program.
2. Continue current post-graduate scholarships at the same number and value.
3. Introduce undergraduate scholarships with a focus on the potential for leadership in the profession.
4. Discontinue the annual scholarship dinner and re-allocate funds to the undergraduate scholarships.

These changes would be implemented for the launch of the 2020-2021 scholarship cycle, opening in the fall of 2020.

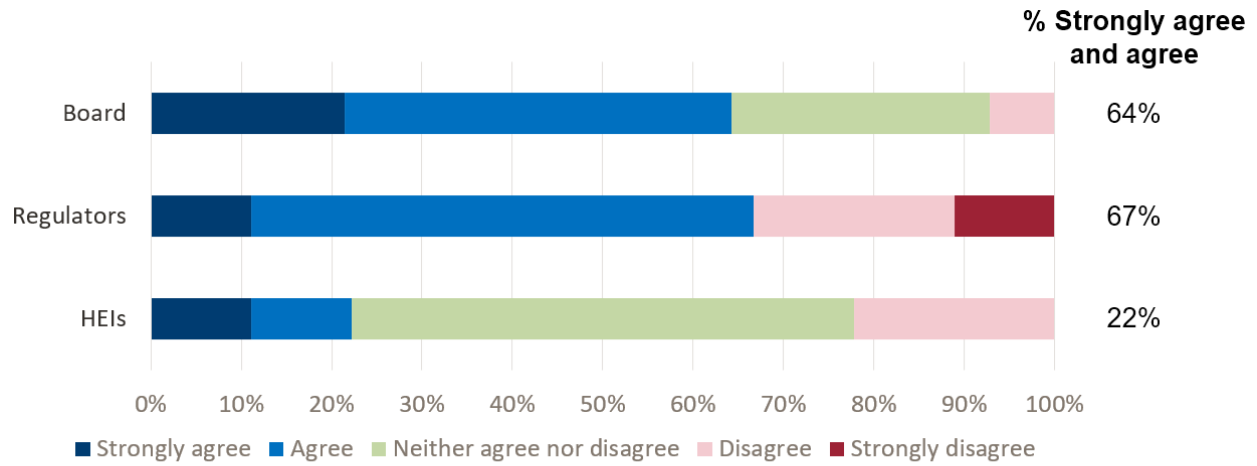
This recommendation is based on the following key results:

### Key stakeholders express high levels of support for continuing the scholarship program.



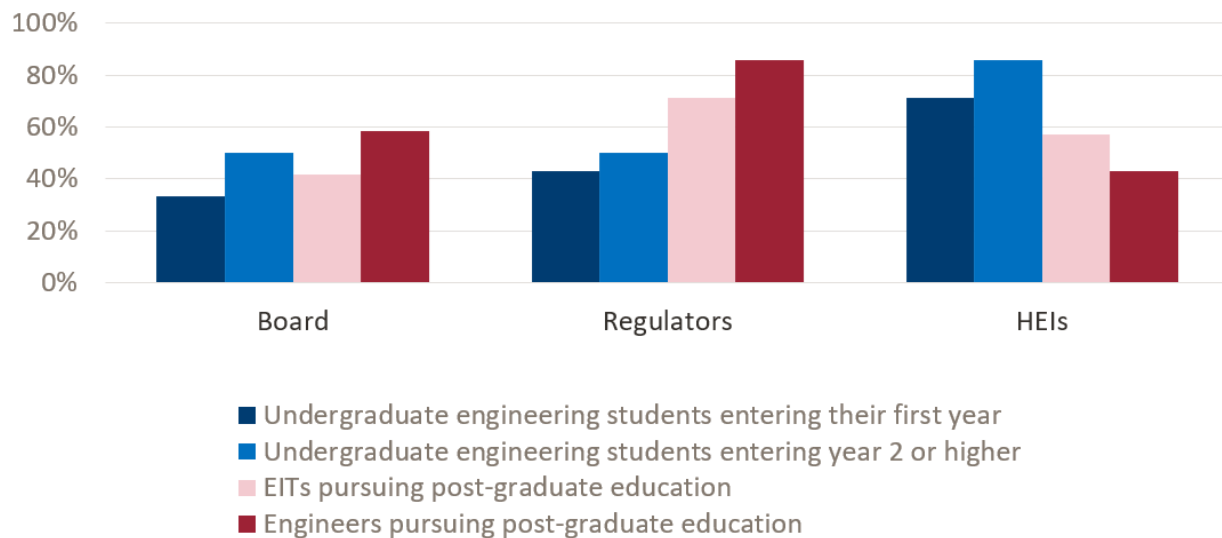
*Going forward, should Engineers Canada offer a scholarship program?*

**Over two-thirds of Board directors and regulators agree that a scholarship program plays an important role in helping the organization achieve its purpose.**



*To what extent do you agree or disagree that a scholarship program plays an important role in helping the organization achieve this purpose?*

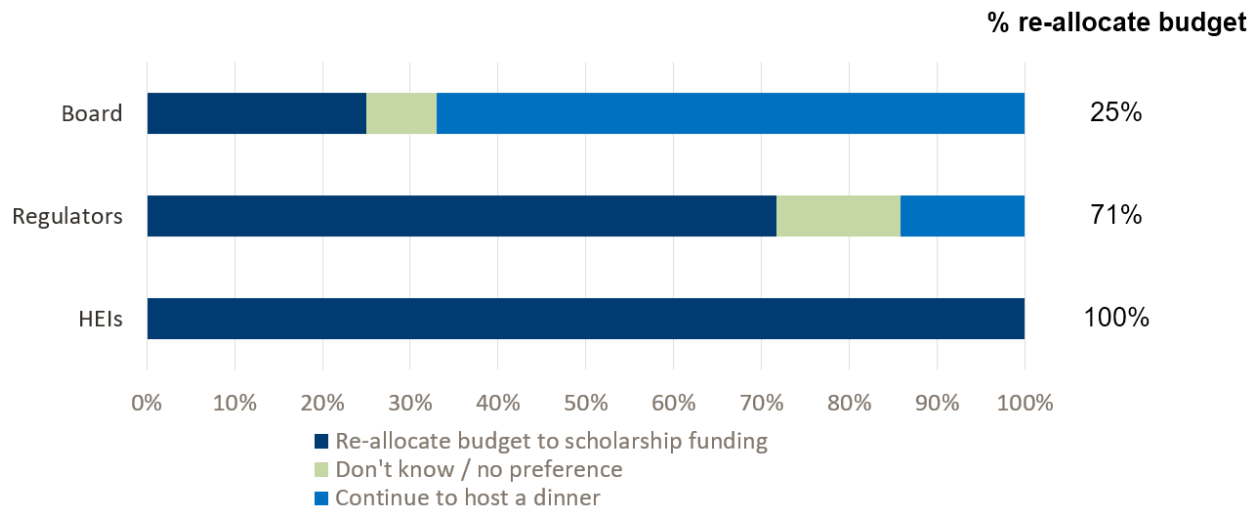
**At least half of respondents rated scholarships for undergraduate students entering year 2 or higher as “very important” or “moderately important;” this was much higher for HEIs.**



*How important is it that Engineers Canada's scholarship program should support students in each education/career stage?*



**The majority of regulators and all HEI respondents support re-allocating budget from the scholarship dinner to scholarships.**



*Currently scholarship recipients are celebrated at a special dinner in Ottawa. Should we continue to hold this dinner or re-allocate those financial resources to providing additional scholarship funding?*

The rationale for introducing undergraduate scholarships and re-allocating funds from the scholarship dinner are:

- There is overall support of undergraduate scholarships across surveyed participants.
- Undergraduate support aligns with SP3, OP8, and OP9\*.
- The \$10,000 that was re-allocated from the Gold Medal Student Award would have limited impact, only enabling up to two scholarships.
- The dinner is an inward-facing event and does not play a significant part of Engineers Canada’s public promotion of the scholarship recipients. Our budget for promotion remains unchanged within this recommendation and discontinuing the scholarship dinner should have no impact on the reach of our public promotion.
- National scholarships do not tend to have celebratory dinners and the absence of a dinner in our case would not be a surprise to students.

\* SP3 is Strategic priority 3: Recruitment, retention, and the professional development of women in the engineering profession. OP8 is Operational imperative 8: Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of engineering professionals. OP9 is Operational imperative 9: Promote diversity and inclusion in the profession that reflects Canadian society

## Recommended approach

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Following the recommendations outlined in the Key Findings section, the approach for the future of the scholarship program is described below.

### Purpose

The purpose defines the “why” of the scholarship program. It is proposed that the purpose of the scholarship program be to:

*Support engineering students in their pursuit of studies and research that advance Canadian engineering.*

### Strategic focus

The strategic focus further narrows the scope of scholarships offered. The strategic focus of the scholarship program is directly related to reinforcing objectives defined in both the *Purposes of Engineers Canada* and the *2019-2021 Engineers Canada strategic plan*.

- Support undergraduate engineering students who have the potential to be career-long leaders and role-models in the engineering profession.
- Support engineers whose post-graduate research and studies will advance Canadian engineering for the benefit of the public and the profession.

### Intended outcomes

The intended outcomes identify what will happen as a result of activities (offering of specific scholarships and the related promotional tactics). Within the operationalization of the scholarship program, they will be paired with performance indicators and specific tactics.

Strategic focus	Intended outcomes
Support undergraduate engineering students who have the potential to be career-long leaders and role-models in the engineering profession	Undergraduate students receiving scholarships become young leaders in advancing Canadian engineering and the profession.
Support engineers whose post-graduate research and studies will advance Canadian engineering for the benefit of the public and the profession.	Engineers receiving scholarships produce research and advanced studies that have a positive impact on the practice or profession of engineering, to the benefit of the public and the profession.

## Scholarship offerings

Commencing in the 2020-2021 scholarship cycle, the following scholarships are recommended to be offered:

	Undergraduate	Post-graduate	
Description	These scholarships support Canadian <b>undergraduate engineering students</b> who demonstrate potential to be leaders in advancing Canadian engineering.	These scholarships support Canadian engineers returning to post-secondary studies for further study or research <b>in an engineering field.</b>	These scholarships support Canadian engineers returning to university for further study or research <b>in a field other than engineering, but one that complements the student's engineering practice.</b>
Value per scholarship	\$5,000.00	\$12,500.00	\$7,500.00
# of scholarships available	8	3	3
Total value	\$40,000.00	\$37,500.00	\$22,500.00
Sponsor	None	Manulife	TD Insurance Meloche-Monnex

There are no changes to the current post-graduate scholarships.

In 2020-2021 Engineers Canada would begin offering eight scholarships valued at \$5,000 each to undergraduate students who demonstrate potential to be leaders in advancing Canadian engineering. The criteria would evaluate candidates based on demonstration of leadership, how they have demonstrated resiliency and overcome obstacles, how they believe their role as an engineer will benefit society, and past academic performance. Of the eight scholarships, one scholarship per year would be targeted to an outstanding student who is Indigenous. In addition, the scholarships would be monitored to ensure regional balancing and that no more than 60% of scholarships in a given year are awarded to a single gender.

## Detailed findings and analysis

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### Methodology

This review included a stakeholder survey and a financial review.

#### Stakeholder survey

The survey was distributed to the Engineers Canada Board, regulator CEOs, the deans of HEIs via the secretariat to Engineering Deans Canada, sponsors of the current scholarship program, and members of Engineers Canada’s Awards Committee.

	Partial	Complete	Total responses
Board directors	5	14	19
Regulators	4	8	12
HEIs	6	9	15
Sponsors	1	1	2
Committee members	0	6	6

In addition, the draft recommendation was shared with sponsors for their feedback. Throughout this analysis, tables focus on findings from the key stakeholders of Board directors, regulators, and HEIs. The feedback of all respondents was considered in the development the recommendations. Note, not all percentages may add up to 100 due to rounding.

#### Financial review

Using the draft 2021 scholarship budget, a financial review was conducted to identify alternative approaches to funding scholarships.

### Alignment to Engineers Canada’s purposes and strategic plan

When asked if Engineers Canada should offer a scholarship program, strong majorities from all key stakeholders agreed.

	Yes	No
Board	86%	14%
Regulators	78%	22%
HEIs	78%	22%

*Going forward, should Engineers Canada offer a scholarship program?*

Similarly, majorities of both Board directors and regulators agreed that a scholarship program plays an important role in helping Engineers Canada achieve its purpose. Respondents of HEIs primarily responded “neither agree nor disagree.”

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total agree	Total disagree
Board	21%	43%	29%	7%	0%	64%	7%
Regulators	11%	56%	0%	22%	11%	67%	33%
HEIs	11%	11%	56%	22%	0%	22%	22%

*To what extent do you agree or disagree that a scholarship program plays an important role in helping the organization achieve this purpose?*

### Level of study

When asked what level of study the scholarship program should target, Board directors rated ‘supporting engineers pursuing post-graduate education’ and ‘undergraduate engineering students entering year 2 or higher’ as the most important. For regulators, the top two responses were ‘EITs pursuing post-graduate education,’ and ‘engineers pursuing post-graduate education.’ HEIs rated ‘support to undergraduate students entering year 2 or higher’ and ‘undergraduate students entering their first year as the most important.’

Across all key stakeholders, at least half of respondents rated scholarships for undergraduate students entering year 2 or higher as very important or moderately important; this was much higher for HEIs.

	Total of “very important” and “moderately important”		
	Board	Regulators	HEIs
Undergraduate engineering students entering their first year	33%	43%	71%
Undergraduate engineering students entering year 2 or higher	50%	50%	86%
EITs pursuing post-graduate education	42%	71%	57%
Engineers pursuing post-graduate education	58%	86%	43%

*How important is it that Engineers Canada's scholarship program should support students in each education/career stage? Options: very important, moderately important, somewhat important, a little important, not important.*

## Population targeting and criteria

Respondents were presented with various population groups and asked how important it was that Engineers Canada’s scholarship program support individuals within these groups. Of the key audience segments, the top groups identified were women, Indigenous people, people of low socio-economic status, and people with a disability.

	Rank order of total of “very important” and “moderately important”		
	Board	Regulator	HEI
Women	3	1	1
Indigenous people	2	2	3
People of low socio-economic status	1	2	1
New Canadians	7	4	4
People who are LGBTQ+	7	4	5
Engineers returning to school	6	4	5
EITs returning to school	9	4	9
Visible minorities	5	8	5
People with a disability	3	8	8

*How important is it that Engineers Canada's scholarship program support the following targeted populations? Options: very important, moderately important, somewhat important, a little important, not important. The top 3 responses from each stakeholder group have been shaded.*

	Total of “very important” and “moderately important”		
	Board	Regulators	HEIs
Women	64%	80%	100%
Indigenous people	67%	60%	83%
People of low socio-economic status	73%	60%	100%
New Canadians	45%	40%	67%
People who are LGBTQ+	45%	40%	50%
Engineers returning to school	55%	40%	50%
EITs returning to school	27%	40%	29%
Visible minorities	60%	20%	50%
People with a disability	64%	20%	43%

*How important is it that Engineers Canada's scholarship program support the following targeted populations? Options: very important, moderately important, somewhat important, a little important, not important. The top 3 responses from each stakeholder group have been shaded.*

When asked about where the scholarship criteria should focus, strong majorities for all key stakeholders rated merit-based criteria as very important or moderately important. A very high majority of board members and a high majority of HEI respondents rated needs-based criteria as very important or moderately important. A minority of regulators rated needs-based criteria as very important or

moderately important. Across all key stakeholders, a minority of respondents rated population-targeted criteria as very important or moderately important.

	Total of “very important” and “moderately important”		
	Board	Regulators	HEIs
Merit-based	91%	86%	86%
Needs-based	92%	43%	71%
Population-targeted	42%	43%	43%

*Considering the following types of scholarships, how important is it that the scholarship program address these criteria? Options: very important, moderately important, somewhat important, a little important, not important.*

### Recipient attributes

In evaluating nominations, the potential to positively impact the profession and the potential to positively impact society were highly rated by Board directors and regulators. In addition, leadership was highly rated by Board directors while an innovative research proposal was highly rated by regulators. Among HEIs, leadership, past academic performance, community involvement, and past employment experience were top rated attributed.

	Rank order of total of “very important” and “moderately important”		
	Board	Regulator	HEI
Potential to positively impact the engineering profession	2	1	9
Potential to positively impact society	1	1	9
Innovative research proposal	5	3	6
Leadership	2	4	1
Member of a group underrepresented in the engineering profession	10	4	5
Past academic performance	5	6	1
Community involvement	5	6	1
Demonstration of need	5	8	9
Overcoming adversity	4	8	7
Entrepreneurship	5	10	9
Past employment experience	11	11	1
Studying away from home/community	11	11	7
International education	11	11	13

*When evaluating scholarship candidates, how important are each of these attributes? Options: very important, moderately important, somewhat important, a little important, not important. The top 3 responses from each stakeholder group have been shaded.*

	Total of “very important” and “moderately important”		
	Board	Regulators	HEIs
Potential to positively impact the engineering profession	83%	100%	57%
Potential to positively impact society	92%	100%	57%
Innovative research proposal	67%	86%	71%
Leadership	83%	71%	86%
Member of a group underrepresented in the engineering profession	58%	71%	83%
Past academic performance	67%	57%	86%
Community involvement	67%	57%	86%
Demonstration of need	67%	43%	57%
Overcoming adversity	75%	43%	67%
Entrepreneurship	67%	29%	57%
Past employment experience	33%	14%	86%
Studying away from home/community	33%	14%	67%
International education	33%	14%	33%

*When evaluating scholarship candidates, how important are each of these attributes? Options: very important, moderately important, somewhat important, a little important, not important. The top 3 responses from each stakeholder group have been shaded.*

### Scholarship dinner

Stakeholders were asked whether Engineers Canada should continue to host an annual scholarship dinner or if those funds should be re-allocated to scholarships. Among the Board, the majority of respondents felt the dinner should continue to be hosted. Among regulators, the majority felt the budget should be re-allocated to scholarship funding. All of the HEI respondents felt the budget should be re-allocated to scholarship funding.

	Board	Regulator	HEI
Re-allocate budget to scholarship funding	25%	71%	100%
Continue to host a dinner	67%	14%	0%
Don't know / no preference	8%	14%	0%

*Currently scholarship recipients are celebrated at a special dinner in Ottawa. Should we continue to hold this dinner or re-allocate those financial resources to providing additional scholarship funding?*



## Financial analysis

In developing the draft 2021 budget, the following budget for the scholarship program was prepared. It reflects a typical scholarship cycle. Note, all costs related to the Manulife scholarship are directly paid by Manulife. This includes the scholarship itself and expenses relating to recipients attending the scholarship dinner. As such, they are not reflected in the budget below.

Accommodations	\$ 1,800.00
Transportation	\$ 4,800.00
Meals	\$ 8,900.00
Audio Visual	\$ 8,000.00
Décor	\$ 700.00
Program printing	\$ 350.00
Photography	\$ 800.00
Emcee	\$ 5,000.00
<b>Sub-total of dinner-related expenses</b>	<b>\$ 30,350.00</b>

Scholarships	\$ 32,500.00
Translation	\$ 3,000.00
Promotion	\$ 3,000.00
<b>Sub-total of non-dinner-related expenses</b>	<b>\$ 38,500.00</b>

<b>Total cost of scholarship program</b>	<b>\$ 68,850.00</b>
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Dinner-related expenses account for just under half of the total scholarship budget at \$30,350. Non-dinner related expenses, including public promotional activities, total \$38,500.

## Consultation with sponsors

Sponsors were provided the opportunity to complete the survey. While their responses were not included in the tables above due to the low number of total responses, their input was considered in the development of these recommendations. In addition, these recommendations were shared with sponsors and their input was invited. Overall, sponsors were supportive of these changes. Key to this support is a commitment by Engineers Canada to continue to promote the partnership in our promotion of the scholarship program and its recipients.

## BRIEFING NOTE: For decision

<b>Director technology allowance</b>		4.10
Purpose:	With an increase in virtual meetings due to COVID-19, directors require reliable technology in order to fulfill their duties to Engineers Canada. These requirements may result in personal expenses being incurred.	
Link to the strategic plan:	This decision links to directors' ability to fulfill all Board Responsibilities (#1-6).	
Motion(s) to consider:	<i>THAT the Board approve a technology allowance of up to a maximum \$300 for each Board director per year, and that the Governance Committee incorporate this allowance in their upcoming review of policy 7.1 Board, committee, and other volunteer expenses, upon recommendation of the president-elect.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Consultation summary:	The president and CEO were consulted.	
Prepared by:	Danny Chui, Director from Ontario and President-Elect	
Presented by:	Danny Chui, Director from Ontario and President-Elect	

### Problem/issue definition

- Virtual meetings, such as GoToWebinar and Zoom, are becoming more frequent due to COVID-19.
- To attend virtual meetings, individual directors' homes or offices need to be equipped with strong internet connections, in addition to updated devices to access the internet.
- These requirements, depending on the stage of career of the individual, can sometimes result in problems and inconveniences for the directors. Those who do not have access to professional equipment through their day jobs and have to rely solely on their personal technological set-up are especially affected.
- Directors may incur personal expenses to ensure they have the proper tools to participate in Engineers Canada business and decision making.

### Proposed action/recommendation

- It is proposed that the Board approve a technology allowance of up to \$300 for each director per year, provided upon individual directors submitting an expense claim indicating personal expense incurred.
- The Governance Committee will be reviewing policy 7.1 *Board, committee, and other volunteer expenses* as part of their 2020-2021 policy review schedule, and should the Board agree, this allowance could be incorporated during the review.

### Other options considered:

- That Engineers Canada provides a device to access the internet for those that need one. This option would over-exceed the resources currently available within the Engineers Canada IT department, and unique needs and circumstances would not be accommodated with one solution provided to all directors. It would also not address internet connection issues.

## **Risks**

- There are no significant risks identified.
- If this allowance is not implemented:
  - Directors may not have the technology or services available for effective participation in virtual and in-person Board meetings.
  - It creates a burden for directors who have no help from a third party or employers to use their facilities for virtual meetings, which could result in being unable to participate in virtual meetings due to restriction on the necessary technologies, such as bandwidth and WIFI issues.

## **Financial implications**

- This initiative could result in up to \$8,000 in expenses annually.

## **Benefits**

- Directors will have additional resources in order to acquire the necessary technology and services to enhance their effective participation in virtual and in-person Board Meetings.
- Directors can participate in all virtual and webcam meetings and would not miss any important issue or information that needs to be communicated back to their regulators.

## **Consultation**

- The president and the CEO were consulted by email and provided feedback.
- The CEO contacted regulator CEOs to determine their practices with their respective councils on this issue

## **Next steps (if motion approved)**

- The Governance Committee will incorporate the allowance in their upcoming review of policy 7.1.
- The Board will review revised policy 7.1 for approval at the February 2021 meeting.

## **Appendices**

- None



**BRIEFING NOTE: For information**

<b>Risk register</b>	5.3
Purpose:	To update the Board on risks to the organisation
Prepared by:	Stephanie Price, Executive Vice President Regulatory Affairs
Presented by:	Dwayne Gelowitz, Director from Saskatchewan and Chair of the FAR Committee

**Background**

- A risk is anything that could potentially impact our timelines, performance, reputation, or budget. Risks are potentialities, and if they become realities, they are classified as “issues” to be addressed. Risk management is the process of identifying, categorizing, prioritizing, and planning for risks that arise within the organization before they become issues. Risk management isn’t reactive only; during planning potential risks and how to control them is considered.
- A risk register is a tool for documenting risks, their level, symptoms, and mitigating actions.
- The Risk register is comprised of two sections:
  - **Engineers Canada Board risks** are external and strategic risks that might lead to a change in organizational priorities. Identifying and monitoring these risks is the responsibility of the Board, who delegate their in-depth review to its Finance, Audit and Risk (FAR) Committee.
  - **Operational risks:** are external and internal risks that might impact the organization’s ability to achieve the current strategic plan. The CEO is responsible for managing these risks, with oversight from the Board.
- All risks are evaluated against potential likelihood and impact as per the figure below:

		IMPACT				
		Insignificant/ <i>Négligeable</i> 1	Minor/ <i>Mineur</i> 2	Moderate/ <i>Modéré</i> 3	Major/ <i>Majeur</i> 4	Catastrophic/ <i>Catastrophique</i> 5
LIKELIHOOD / PROBABILITÉ	Extremely likely/ <i>Extrêmement probable</i> 5	5	10	15	20	25
	Likely/ <i>Probable</i> 4	4	8	12	16	20
	Moderate/ <i>Modérée</i> 3	3	6	9	12	15
	Unlikely/ <i>Improbable</i> 2	2	4	6	8	10
	Low/ <i>Faible</i> 1	1	2	3	4	5

## Status update

- On August 14 the Finance, Audit, and Risk (FAR) Committee finalized the new strategic risks and assigned responsible parties. The new risks are:
  - #45 – Failure to demonstrate consistent regulatory practices nationally
  - #46 – Long-term financial stability
  - #47 – 30 by 30 target will not be met
  - #48 – Emerging disciplines and licensure of entrepreneurs.
- These new risks have been incorporated into the Board’s risk register
- The remainder of the Board risks have not been updated since the May 2020 Board meeting
- Operational risks were updated on July 30, 2020

## Next steps

- Risks will be updated by the responsible parties, and then the risk register will be reviewed by the FAR Committee for the December meeting.
- The FAR Committee will continue oversight of the risk register and make recommendations with respect to the strategic risk register to the Board at the winter, spring, fall, and late fall Board meetings.

## Appendices

- Risk register, updated in April 2020, with addition of new strategic risks
- Critical risk review summaries for the following risks in the red area of the heat map:
  - 19 Financial
  - 26 Accreditation
  - 35 Holism of the federation

**Engineers Canada Board risks**

The following heat map provides an overview of the Board risks. Although the Board risks have not been updated since the May 2020 Board meeting, the new strategic risks are shown in turquoise.

**Table 1 – Board risks**

		IMPACT				
		Insignificant/ <i>Négligeable</i> 1	Minor/ <i>Mineur</i> 2	Moderate/ <i>Modéré</i> 3	Major/ <i>Majeur</i> 4	Catastrophic/ <i>Catastrophique</i> 5
LIKELIHOOD / PROBABILITÉ	Extremely likely/ <i>Extrêmement probable</i> 5		45			
	Likely/ <i>Probable</i> 4			47 48		
	Moderate/ <i>Modérée</i> 3		17	46		26 35
	Unlikely/ <i>Improbable</i> 2			28 43	3 1	
	Low/ <i>Faible</i> 1				5	

**Legend**

- 1 - Poor vision or strategy
- 3 - Succession planning for CEO
- 5 - Duty of care - Board
- 17 - investment market risk
- 26 - Accreditation process
- 28 - AB and QB oversight
- 35 - Holism of the federation

- 43 - Implementation of governance improvements
- 45 – failure to demonstrate consistent regulatory practices nationally
- 46 – long-term financial stability
- 47 – 30 by 30 targets will not be met
- 48 – emerging disciplines and licensure of entrepreneurs

Board risks are further expanded upon with suggested monitoring and response plans in the following table. Engineers Canada staff will support the Board in managing these risks, as requested.

**Table 2 – Board risks, details**

Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Monitoring method	Responsible
1	Strategic	Poor vision or strategy	A lack of vision, direction or strategy for Engineers Canada would result in owners' needs not being met.	Diminished confidence by the owners Diminished engagement of owners Decreased staff morale and productivity	Prevention	Stakeholder feedback	Strategic plan task force
3	Operations	Succession planning for CEO	Without effective succession planning, loss of the CEO would compromise Engineers Canada's ability to deliver due to lost knowledge	CEO leaves with no clarity in how this role will be filled Key duties are neglected	Prevention Mitigation	Board review in conjunction with CEO evaluation	HR Committee
5	Operations	Duty of care - Board	Inability to meet the required duty of care would lead to ineffective decision making and legal liability for directors	Lack of preparation to inform decisions Length of time to make decisions is unnecessarily long Lack of preparation or knowledge	Prevention	Self-evaluation and performance monitoring of directors, by directors.	Governance Committee
17	Operations	Investment market risk	Excessive risk in Engineers Canada investment would impact the fair value of future cash flows of reserves or investment funds	Low market value of investments. Low rate of return of investments.	Transfer	Monthly investment statements. Annual audit	FAR
26	Strategic	Accreditation process	An ineffective accreditation process would cause loss of confidence by key stakeholders and withdrawal of higher education institutions from the accreditation process.	HEI or regulator withdraws from accreditation Dissatisfaction of regulator with accreditation	Mitigate	Stakeholder feedback	CEAB

Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Monitoring method	Responsible
28	Operations	AB and QB oversight	Lack of oversight of AB and QB could lead to disengagement with Purpose and strategic direction of Engineers Canada	Board observers do not contribute to AB and QB Board does not engage with AB and QB reports AB and QB not in alignment with Engineers Canada strategic direction	Prevention	AB and QB reports to the Board	Governance Committee
35	Strategic	Holism of the federation	If any engineering regulator chooses to leave Engineers Canada, the value of the organization as a whole is diminished.	Dissatisfaction of the regulators Lack of engagement of the regulators Lack of participation of regulator staff or their volunteers or their directors	Prevention	Stakeholder feedback Relationship management	Board
43	Operations	Implementation of governance improvements	There is a risk that the organization does not implement or sustain the GSPC improvements (strategic plan, governance, accountabilities, consultation)	lack of adherence to policies, accountabilities, plans or programs operationalized from GSPC	Prevention	Consultation program to track number of consultations and use of input. Journey to Excellence Program: Results of regular self assessments and external site verification visits	Governance Committee



Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Monitoring method	Responsible
45	Strategic / Reputational	Failure to demonstrate consistent regulatory practices nationally (new title)	Differences in licensure, enforcement and discipline practices of the regulators could be interpreted as meaning that some are weaker than others, causing lack of confidence in the engineering profession as a whole.	Differences in how non-CEAB applicants are assessed across the country. Inconsistent application of the international mobility agreements and accords, potentially leading to loss of signatory status. Complaints from applicants and licence holders. Questions from governments, fairness commissioners, or human rights tribunals about differences. Third-party reviews of regulatory practices.	Mitigate	Feedback from regulators.	FAR
46	Strategic / Financial	Long-term financial stability	Reliance on any single source of income could pose a risk if that source were reduced or eliminated. A funding model with lower direct participation of the regulators may be perceived to mean less control of Engineers Canada by the regulators. Demographic changes may lead to lower numbers of licensed engineers, with a negative impact on all revenue streams. Changing demographics of the regulators' membership could result in increases or decreases to revenue.	Marked decrease in any one revenue source. Overall downward trend in revenue. Dissatisfaction of the regulators.	Monitor	Budget Audited financial statements Quarterly financial statements Membership report and projections from regulators	FAR

Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Monitoring method	Responsible
47	Strategic / Safeguarding / Reputational	30 by 30 targets will not be met.	Engineers Canada and the regulators have set a very public target to have 30% of newly licensed engineers be women by the year 2030. There is a risk that this target will not be met.	Less than 30% of engineers-in-training are women. Less than 30% of engineering students are women.	Prevent / Mitigate	Membership report Enrolment and Degrees Awarded survey	30 by 30 Champion
48	Strategic / Reputational	Emerging disciplines and licensure of entrepreneurs	A lack of licensure of entrepreneurs and in emerging disciplines and fields of practice would impact the relevance and scope of the engineering profession.	Decreasing rates of licensure of CEAB graduates Little to no expansion of fields of practice recognized by the regulators	Prevent / mitigate	Stay abreast of regulators licensure and enforcement activities	FAR

**Engineers Canada - Operational risks**

The following heat map includes risks that are the responsibility of Engineers Canada’s CEO and that meet the following criteria:

- Risks that are currently in the yellow, orange and red areas of the map, and
- Risks that have shifted from a yellow/orange/red area of the map to a green area in this reporting period

Risks that remain in green, or that shift from one green area to another green area are not included. The senior leadership team reviews these risks prior to each reporting period. The following scores have been adjusted:

<b>Risk</b>	<b>Description of change</b>
2 – Resource utilization	Impact was reduced from major to moderate. The recent loss of some staff due to retirement has been well managed and staff remain engaged
27 – Internal support to staff	Likelihood was decreased from moderate to unlikely. Staff have adjusted to pandemic conditions and support has been maintained.
29 – Business continuity	Likelihood was decreased moderate to unlikely to reflect the fact that our business continuity plan has worked, and improvements identified during the pandemic have been incorporated.
33 – Cyber attack	This risk has been removed from the register. It was combined with risk #14 (previously “breach of privacy”) into one risk for “Cyber attack / breach of privacy”
37 – PIEVC contracting and license agreements	This risk was eliminated and is not shown on this heat map due to the successful devolution of PIEVC.
42 – Consultation program	Likelihood was decreased from moderate to unlikely. Despite the pandemic, regulator staff remain engaged in our consultations

**Table 3 – Operational risks heat map, as at July 30, 2020**

		IMPACT				
		Insignificant/ <i>Négligeable</i> 1	Minor/ <i>Mineur</i> 2	Moderate/ <i>Modéré</i> 3	Major/ <i>Majeur</i> 4	Catastrophic/ <i>Catastrophique</i> 5
LIKELIHOOD / PROBABILITÉ	Extremely Likely/ <i>Extrêmement probable</i> 5				19	
	Likely/ <i>Probable</i> 4			2 ←		
	Moderate/ <i>Modérée</i> 3				14	
	Unlikely/ <i>Improbable</i> 2			42 ↓ 27 ↓	29 ↓ 4 32 16	
	Low/ <i>Faible</i> 1					

**Legend**


2 - Resource utilization	27 - Internal support to staff
4 - Succession planning for executive team	29 - Business continuity
14 – Cyber-attack / breach of privacy	32 – IT strategy
16 - Financial planning and monitoring processes	33 - Cyber attack
19 - Financial	42 - Consultation program engagement




Additional risks are not shown on the heat map, due to ongoing green status. These risks are still monitored by Engineers Canada staff and include:

6 - Duty of care - all staff	25 - Poor adoption of change
8 - Contracting	30 - Legislative compliance
9 - Asset management	31 - Trade-mark risks
10 - Staff retention	36 - Shadow IT
11 - Staff recruitment	38 - PIEVC Divestment
12 - Travel policy	39 - IRP Divestment
13 - Liability	40 - Critical HR information and corporate filings captured in paper documents only
15 - Inadequate internal controls - Fraud	41 - Critical financial info captured in paper only
21 - Adverse publicity	44 - Use of third-party service providers
22 - Not-for-profit status	
24 - Accuracy of website	

Operational risks located in the yellow-orange-red areas of the map are further expanded upon with suggested monitoring and response plans in the following table.

**Table 4 – Operational risks, details**

Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Monitoring method	Responsible
2 	Operations	Resource utilization	Loss of a key operational resource who is the single expert or point person for a program would lead to delays or decrease in services from Engineers Canada.	Loss of staff or reduction in ability to perform work	Prevention Mitigation	Employee engagement survey Performance conversations Informal feedback from HR Working Group and staff 1:1	Director, HR
4	Operations	Succession planning for executive team	Without effective succession planning, loss of an executive team member would compromise Engineers Canada's ability to deliver due to lost knowledge	Executive team member leaves with no clarity in how this role will be filled Key duties are neglected	Prevention Mitigation	Performance conversations Weekly CEO:VP conversations	Director, HR
14	Operations	Cyber attack / breach of privacy	Cyber attack and/or breach of private data could lead to legal action and/or reputational, physical, financial, etc. harm to Engineers Canada and to individuals whose personal information is accessed.	Data breach Cyber attack	Prevention	Annual privacy survey done by staff	Legal Counsel
16	Reporting	Financial planning and monitoring processes	Ineffective financial planning and monitoring processes would lead to fiscal jeopardy	Overspending Underspending Budget items do not match priorities	Mitigate	Approval of budget and annual operating plan Annual audit	Director, Finance

Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Monitoring method	Responsible
19	Operations	Financial	Loss of a key income source would disrupt financial plans	Withdrawal of regulator Insolvency of affinity provider	Prevention	Touchpoint meetings with affinity providers, including regulators. Review of affinity provider financials. Third party review of program financials. Heightened monitoring of policy retention.	VP, CA & SP
27 	Operations	Internal support to staff	Insufficient levels of common resource support (communications, IT, etc.) would lead to ineffective use of the primary resources assigned to programs or projects.	Staff doing non-core work (communications, IT, etc.)	Mitigate	Performance conversations Staff feedback through HR working group and employee engagement survey	CEO
29 	Operations	Business continuity	Unclear processes, protocols and communications in the event of an emergency would lead to Engineers Canada not being able to operate and /or injuries to staff or volunteers.	Staff are unaware/unclear of the processes, protocols and communication in the event of an emergency Lack of training for new staff	Mitigate	Annual testing of the developed business continuity plan.	Manager, Organizational Excellence
32	Operations	IT strategy	Failure of IT infrastructure would cause service disruption.	Unavailability of IT infrastructure Lack of reliability of IT infrastructure	Prevention	Backup sets send email notifications on failure. Cloud vendor found to backup Office365 content	Manager, Operational Infrastructure
42 	Operations	Consultation program engagement	There is a risk that the regulators and other key stakeholders do not have an opportunity to participate and provide feedback to consultations	Lack of feedback. Complaints regarding the number of consultations	Monitor	Consultation process includes evaluation and monitoring of all consultations	Manager, Organizational Excellence

## RISK REGISTER: Critical risk review summary

Risk: <b>Financial</b>		Risk number: <b>19</b>
Overview:	Loss of a key income source would disrupt financial plans	
Link to the strategic plan and policies:	<p>Board responsibility 3: Provide ongoing and appropriate strategic direction</p> <p>Board responsibility 5: Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the Board's risk tolerance level and directs Board-approved mitigation strategies</p> <p>Policy 5.6 planning: The CEO shall ensure that an annual operating plan and budget are in place that allocate resources in a way that aligns with the Board's three-year strategic plan and that ensures fiscal security.</p>	
Date of risk becoming critical:	August 2019	
Projected date for risk reduction:	February 2022	
Prepared by:	Gerard McDonald, Chief Executive Officer	

### Background

APEGA's decision to exit the TD insurance affinity program, effective August 16, 2019, has increased the financial risk to Engineers Canada. Approximately 40% (\$3.7M in 2019) of the total revenues generated by the TD affinity program result from the Alberta market.

Engineers Canada revenues will be directly affected with the reduction of TD sales in Alberta. APEGA will be marketing a new program from a competing insurance company to their members. Although TD has prepared a marketing plan to mitigate the effect of competition on the existing client base, it is too early to determine at what rate revenues will decrease.

Upon receiving notification of APEGA's decision, the likelihood score of this risk was increased to 5 (Extremely likely) to reflect the departure of a participating regulator from the TD affinity program. In addition, the impact score has been increased to 4 (major – important, serious, or significant) to reflect that APEGA was one of the largest participants in the program and potential long-term impact for Engineers Canada.

### Actions taken

- The Engineers Canada CEO is in regular contact with TD.
- TD has designed a marketing/client retention campaign to mitigate the loss of the current client base in Alberta. This campaign has been reviewed by Engineers Canada management.
- The Finance, Audit, and Risk (FAR) Committee is monitoring the situation closely through the review of monthly status updates and data provided by TD.
- In an effort to stabilize the situation and increase satisfaction amongst participating regulators, the Board passed a motion in September 2019 to authorize the CEO to adjust the sharing ratio for the distribution of TD sponsorship payments from 51/49% (Regulator/EC) to 90/10% for all new policies added to the program, commencing January 1, 2020 and onwards.

### Next steps

- The FAR will continue to closely monitor changes to TD revenues in Alberta.
- Engineers Canada will continue oversight of the Alberta marketing campaign.
- Once the effect on revenues is better understood, adjustments as necessary will be considered in future budget processes.

### **Timeline for risk reduction**

The degree to which the marketing campaign will mitigate the anticipated reduction in sales is difficult to estimate. However, TD has advised they expect it will take up to two years for the market to re-stabilize. Consequently, we do not anticipate this risk moving out of the critical area before February 2022 when the affinity revenues stabilize resulting in a reduction of the risk's impact score.



## RISK REGISTER: Critical risk review summary

Risk: <b>Accreditation</b>		Risk number: <b>26</b>
Overview:	An ineffective accreditation process would cause loss of confidence by key stakeholders and withdrawal of higher education institutions from the accreditation process.	
Link to the strategic plan:	Operational imperative 1: Accreditation of undergraduate engineering programs Strategic priority 2: Accountability in Accreditation	
Date of risk becoming critical:	May 2017	
Projected date for risk reduction:	Unknown	
Prepared by:	Bob Dony, Chair, CEAB Luigi Benedicenti, Past-Chair, CEAB Wayne MacQuarrie, past Past-Chair, CEAB Mya Warken, CEAB Secretary Stephanie Price, Executive Vice President Regulatory Affairs	

### Background

In 2015, the CEAB accreditation criteria related to graduate attributes (GAs) and continual improvement (CI) became mandatory. Higher Education Institutions (HEIs) have expressed concern that these criteria significantly increase workload and were introduced without a suitable evaluation framework, thereby introducing uncertainty. Despite this, it is our perception that HEIs believe the GA/CI system brings some advantages in terms of program assessment, and in some provinces, the GA process aligns well with mandatory provincial quality assurance processes.

Some HEIs were under the impression that the introduction of the GA/CI criteria would lead to the elimination of input measures (currently measured in “accreditation units” or AUs). Today, some deans suggest that the input measures should be eliminated in favor of moving entirely to an outcomes-based accreditation system.

In August 2016, a forum on the future of accreditation was held. At this forum, several changes to accreditation were suggested, including the elimination of AUs. These suggestions have formed a significant portion of the improvement work of the Accreditation Board’s Policies & Procedures Committee (P&P) ever since.

At the October 2016 annual general meeting of Engineers & Geoscientists BC, the then-dean of UBC again raised concerns with AUs and threatened to withdraw from the accreditation process. Subsequently, in early 2017, several deans formed a working group to investigate piloting their own alternatives to accreditation and AUs. At the same time, the P&P also launched a task force to investigate alternatives to the AUs.

These actions led to the creation and criticality of this risk, which was introduced at the “red” level in May 2017. The impact of an HEI withdrawing was deemed to be “catastrophic” given that it could lead to further withdrawals and threaten the value of accreditation, which is perceived as the highest-value work of Engineers Canada. The probability of such a withdrawal was rated “moderate” meaning that there was a reasonable expectation that it could occur. It remains at this level based on recent feedback and actions from the HEIs including: negative responses to recent consultations, pushback on recent changes, and a move to seek concurrent ABET accreditation.

## Actions taken

Remembering that the primary purpose of accreditation is to serve the licensure needs of the regulators, the Engineers Canada Board and the CEAB are responding to concerns from the HEIs with the following actions:

- 1. Efforts to reduce HEI workload associated with the accreditation process.**  
*Examples: added flexibility in the visiting team schedule, the development of a web-based data management system to enable the submission and maintenance of accreditation documents (i.e. Tandem), increased focus on GA/CI process (and not data), reducing the documentation burden on HEIs.*
- 2. Increased communication with HEIs to alleviate fears regarding the accreditation process.**  
*Examples: yearly summary of accreditation decisions/results, webinars to provide bi-annual updates to all HEI staff after each meeting of the engineering deans, monthly accreditation newsletter, attendance at and support for graduate attribute summits, attendance at and support for the Canadian Engineering Education Association annual meetings, meet-and-greet sessions between visiting team chairs (AB members) and representatives of the HEIs they assess, means for new programs to contact the CEAB secretariat for advice and guidance.*
- 3. Introduction of a structured and transparent consultation program to get feedback from regulators and all HEIs on proposed changes within the accreditation process.**  
*The consultation program was applied to two consultations (AU Task Force Report and CEAB White paper) and will be used for the upcoming consultation on the Engineering Design working group report. Lessons learned have been recorded and will inform Engineers Canada's organization-wide consultation program.*
- 4. Increased frequency and collaboration of the P&P with the Deans' Liaison Committee, a sub-committee of the Engineering Deans Canada.**  
*This has resulted in jointly-developed proposals and solutions to some of the dean's concerns and provides a forum for issues to be raised and resolved.*
- 5. Creation of the AU Task Force**  
*The AU Task Force considered an alternative to the AU and envisaged a linkage between the AUs and graduate attributes. The task force defined the "Learning Unit" (LU) as an alternate method to quantify engineering education curriculum and recommended that a pilot project be initiated to test the use of an LU. The proposed pilot was not supported by Engineering Deans Canada and the CEAB continues to consider how to address this recommendation. The P&P continues to discuss how to address the recommendation to appropriately link the AUs and GAs.*  
  
*Stemming from the task force's work, an additional recommendation to reduce the number of AUs (with an intent to reduce student workload) and will be considered by the CEAB in 2020. This recommendation has received wide support from the HEIs.*
- 6. The development of an annual assessment for the accreditation process through Strategic priority #2: Accountability in Accreditation.**  
*This work recognizes the need to improve the transparency and effectiveness of the accreditation process. It has developed a means of annually assessing these attributes, from the point of view of regulators, HEIs, and others. The annual assessment will result in a means of tracking the trends and identifying future improvements.*

## Next steps

1. Continue communication, consultation, and collaboration as outlined above.
2. Conduct first measurement of the transparency and effectiveness of the accreditation process through the Accountability in Accreditation program evaluation in 2020. This will provide a basis for future evaluation of the probability of realizing this risk.
3. Continue to evaluate options and alternatives for AUs and the linkage between the input measures (currently the AUs) and output measures (the graduate attributes).

## Timeline for risk reduction

It is unknown when the probability of this risk being realized will be reduced. Ongoing monitoring of consultation feedback, and results from each evaluation through Accountability in Accreditation, will provide the means to objectively monitor the sentiment of the HEIs and to estimate their likelihood of withdrawal.

## Appendices

- [2019-2021 Strategic plan](#) (Strategic Priority #2, Accountability in Accreditation)
- CEAB 2021 work plan (page 110)

## RISK REGISTER: Critical risk review summary

Risk: <b>Holism of the federation</b>		Risk number: <b>35</b>
Overview:	If any engineering regulator chooses to leave Engineers Canada, the value of the organization, as a whole, is diminished.	
Link to the strategic plan:	Board responsibility 2: Sustain a process to engage with regulators through regular communication that facilitates input, evaluation, and feedback; Board responsibility 3: Provide ongoing and appropriate strategic direction;	
Date of risk becoming critical:	Risk started increasing in September of 2018; was deemed to be critical in October of 2019	
Projected date for risk reduction:	September 2020	
Prepared by:	Gerard McDonald, Chief Executive Officer	

### Background

The initial increase of this risk in September 2018 stemmed from the events of the May 2018 Board meeting and Annual Meeting of Members (AMM) where regulators could not come to consensus on the optimal size of the Board. The risk was further exacerbated in mid-2019 and moved to the critical area when one regulator (APEGA) left the home and auto insurance affinity program and another (Engineers Nova Scotia) threatened to leave the federation if changes to the revenue-sharing formula were not implemented.

A further irritant was introduced in December 2019, when the affinity program provider, TD Insurance, indicated they had a different interpretation of the affinity agreement provisions regarding the exit of a regulator from the program.

### Actions taken

- The revenue-sharing formula of the affinity agreements was changed in September, so this aspect of the risk has been resolved.
- The issue of Board size was referred to the Governance Committee. At the May 22, 2020 Board meeting, the directors received and considered a report on the issue. Following discussion, the Board resolved to report out to the Members for their consideration. At the same time, it defeated a motion to recommend the plan that was contained in the report, to reduce the size of the Board through attrition. The report was provided to Members on August 5, 2020.
- The affinity agreements interpretation issue has been resolved.

### Next steps

- The Board has deliberated and reached a conclusion on the issue of Board size. At this time, we do not know if the Members will consider the issue further.
- Issues related to the TD home and auto insurance program have been resolved.
- Staff would recommend that the FAR Committee reconsider the scoring of this risk at the next possible opportunity.

### Timeline for risk reduction

To be determined by the FAR Committee and the Board.

## BRIEFING NOTE: For information

<b>Advocacy report: June 2019 - June 2020</b>		<b>5.7</b>
Purpose:	To provide a summary of Engineer Canada's annual federal advocacy efforts from June 2019 – June 2020	
Link to the strategic plan:	Operational imperative 5: Advocating to the federal government	
Prepared by:	Joey Taylor, Manager, Public Affairs Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships	
Presented by:	Gerard McDonald, Chief Executive Officer	

### Background

Engineers Canada's approved sub-strategy relating to advocating to the federal government asked for the development of a comprehensive and detailed reporting mechanism to inform the regulators of Engineers Canada's federal government advocacy activities and progress. As a result, an advocacy report containing a summary of advocacy activities from June 2019 - June 2020 was developed.

### Status update

- An advocacy report containing a summary of all activities from June 2019 - June 2020 was developed.

### Next steps

- A summary of advocacy activities for June 2020 - June 2021 will be submitted to the Board, for information, at the fall 2021 meeting.

### Appendices

- Advocacy report: June 2019 - June 2020

## Operational imperative 5: Advocating to the federal government

Advocacy Report: June 2019 – June 2020

Between the October federal election and the approval of the OP5 sub-strategy, this was a year of major planning and transition for Engineers Canada’s advocacy program. The COVID-19 pandemic also saw the federal government shift its focus to addressing the economic and social impacts of the pandemic, forcing the public affairs and government relations team to adjust their work to address these unique circumstances. Nevertheless, regular program work advocating to, and maintaining positive relations with, the federal government proceeded apace. Here are some highlights.

### Federal election

With the election of a Liberal minority government in October, Engineers Canada focused its efforts on establishing and maintaining relationships with key players across all parties who were elected. We also saw the following five engineers elected to parliament:



**Omar Alghabra**  
Mississauga  
Centre  
LPC



**Steven Blaney**  
Bellechasse-Les  
Etchemins-Lévis  
CPC



**Sukh Dhaliwal**  
Surrey-Newton  
LPC



**Marc Garneau**  
Notre-Dame-de-  
Grâce-Westmount  
LPC



**Marilyn Gladu**  
Sarnia-Lambton  
CPC

### Engaging and educating parliamentarians and senior federal officials

Both prior to and following the election, the public affairs and government relations team participated in nine in-person meetings with public office holders to discuss issues affecting the regulation and the impacts on the engineering profession. Note that this number is lower than in previous years due to COVID-19. These included:

**9**  
meetings with  
public office  
holders

#### Parliamentarians:

- The Honourable Marc Garneau – Minister of Transport
  - Topic: Update on current Engineers Canada strategic priorities, current involvements and opportunities for collaboration
- Omar Alghabra – Parliamentary Secretary to the Prime Minister (Public Service Renewal) and to the Deputy Prime Minister and Minister of Intergovernmental Affairs
  - Topic: Update on current Engineers Canada strategic priorities, NEM and opportunities for collaboration
- Marilyn Gladu – Member of Parliament
  - Topic: Update on current Engineers Canada strategic priorities, NEM and the recognition of a National P.Eng Day



*Engineers Canada’s Jeanette Southwood (left) and Joey Taylor (right) meet with Omar Alghabra.*



### Senior federal officials:

- Nancy Hamzawi – Assistant Deputy Minister, Environment and Climate Change Canada
  - Topic: Available expertise, past and current involvements and opportunities for collaboration
- Patricia Fuller – Ambassador for Climate Change, Environment and Climate Change Canada and Matthew Baglole – Senior Advisor, Environment and Climate Change Canada
  - Topic: Role of engineers in nature-based solutions
- Marjorie Shepherd – Director, Environment and Climate Change Canada
  - Topic: Engineers Canada input regarding the *National Climate Change Science and Knowledge Plan*
- John Cuddihy – Director, Infrastructure Canada
  - Topic: PIEVC protocol and Infrastructure Canada’s climate lens
- Jillian LeBlanc – Senior Analyst, Treasury Board Canada
  - Topic: Our efforts in the recruitment, retention, and the professional development of women in the engineering profession
- Catherine Potvin – Advisor, Global Affairs Canada
  - Topic: International mobility of engineers



*Engineers Canada's Jeanette Southwood (left) and Emily Rowan (right) meet with Marilyn Gladu.*

Following the election, Engineers Canada also engaged with elected members of parliament of all parties, through a series of introductory letters containing our national positions, issues, and concerns of the engineering regulators and of the profession.

## National Position Statements

The following National Position Statements were reviewed and approved by the regulators and the Board as per the Public Affairs Advisory Committee’s 2019-2020 workplan:

# 9

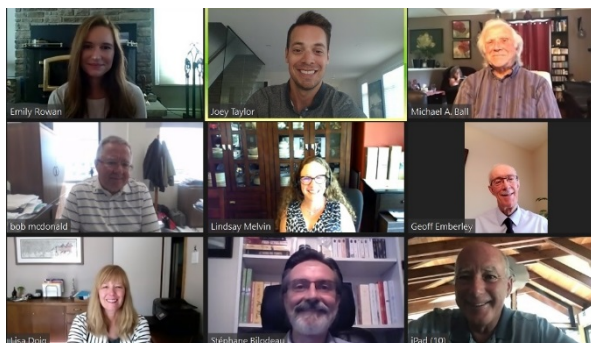
new or updated  
National Position  
Statements

### New National Position Statements:

1. Artificial intelligence engineering technology in autonomous and connected vehicles
2. Indigenous peoples’ access to post-secondary engineering education

### Updated National Position Statements:

1. Regulating the profession in federally regulated industries
2. Demand-side legislation
3. Infrastructure
4. Infrastructure on Indigenous reserves and in remote communities
5. Climate change and extreme weather events
6. Diversity, equity and inclusion
7. National and international labour mobility



*Engineers Canada's Public Affairs Advisory Committee is charged with developing National Position Statements on new and existing issues facing the engineering profession.*

## Issue Statements

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Issue Statements are meant to quickly respond to issues affecting engineering regulators and the engineering profession. The following issue statement was developed:

1. [Engineers' role in Canada's long-term economic recovery post-COVID-19](#)

1

new Issue  
Statement

## Federal written public consultations

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The public affairs and government relations team developed, in collaboration with our members, the provincial and territorial engineering regulators and their staff, three written submissions to the federal government on issues and concerns pertaining to the engineering regulators and the engineering profession:

1. [Comments on the Frontier and Offshore Regulatory Renewal Initiative's \(FORRI\) Proposed Policy Intentions for Phase 3 of the Framework Regulations](#)
2. [Comments to Statistics Canada for the Variant of NOC 2016 Version 1.2 – STEM Perspective](#)
3. [Submission to the House of Commons Standing Committee on Indigenous and Northern Affairs](#)
4. [Comments to Global Affairs Canada on the future accession negotiations of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership](#)
5. [Submission to the Government of Canada on the Practitioners Guide for Procurement Pricing](#)
6. [Pre-Budget Submission to the House of Commons Standing Committee on Finance in Advance of the 2020 Budget](#)
7. [Comments on Canada's Building Code in the Context of Climate Change, Adaptation, and Sustainability – White Paper on the urgency of building code modernization and implementation](#)
8. [Comments on Environment and Climate Change Canada's National Climate Change Science and Knowledge Plan](#)
9. [Comments to the to the House of Commons Standing Committee on Industry, Science and Technology \(INDU\) regarding the Canadian response to the COVID-19 pandemic](#)

9

submissions to  
the federal  
government

## Hill Day 2020

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The public affairs and government relations team originally planned for Hill Day to occur on May 12, 2020. However, due to the uncertainty regarding hosting events with parliamentarians and public servants in the midst of the COVID-19 pandemic, Engineers Canada has decided to cancel its 2020 Hill Day and will be revisiting plans to host a Hill Day in 2021.

## Looking forward

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COVID-19 presents a unique set of challenges and opportunities for Engineers Canada's advocacy efforts. For the 2020-2021 parliamentary calendar year, the public affairs and government relations team anticipates changes to the way in which in-person meetings, committee hearings, and receptions will take place. The monitoring and reporting of parliamentary affairs is expected to remain the same. The public affairs and government relations team will continue to actively identify opportunities in the coming months for the engineering profession to provide unbiased and professional expertise on federal public policy.