



Foresight workshop report for the Engineers Canada Strategic Plan 2022-2024

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

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About the foresight workshop report

Engineers Canada has started the development of its upcoming 2022-2024 strategic plan. A national workshop was held in Gatineau, QC on February 25, 2020 which convened provincial and territorial presidents and chief executive officers, the Engineers Canada Board, as well as representatives of the Canadian Engineering Accreditation Board and the Canadian Engineering Qualifications Board (the full participant list available in Appendix 1). Participants were arranged at seven tables, which we set up to ensure a diversity of perspectives at each table.

During this workshop, participants received a presentation on the current 2019-2021 strategic plan, the 2022-2024 strategic plan environmental scan, a strengths, weaknesses, opportunities, and threats (SWOT) analysis and a strategic risks analysis, both available on Engineers Canada [consultation page](#) (log-in required). Participants were asked to confirm the mission and values of Engineers Canada and brainstorm elements of a vision and potential strategic priorities (pictures of vision statements and strategic priorities are available in the Appendix 2). The purpose of this report is to summarize some of the received input.

Elements of a future vision

A vision is intended to serve as a clear guide for choosing current and future courses of action and describes future state of success. It should be aspirational, use an active voice, and be clearly communicable to regulators, the public, license holders and stakeholders. While it should be tied to Engineers Canada's purposes, the vision should not include how it will be achieved nor elements that fall under regulators' jurisdiction.

During the workshop, attendees were presented with three different proposed visions:

1. An organisation that continues to build exceptional value for regulators thereby improving trust and confidence in the Canadian engineering profession
2. Strengthen Canada's engineering profession, making it a leading example for self-regulated professions around the world
3. A collaborative federation of Canadian engineering regulators that advances engineering regulation and the profession

Each table was asked to select a preferred vision statement or propose a new one to workshop attendees. Once all proposed visions statements were presented, attendees were asked to put one checkmark next to the vision they preferred (Pictures are shown in the Appendix 2). These were the proposed vision statements, along with key discussion points and the number of checkmarks they received from attendees:

Proposed visions	# of votes
Strengthens and advances the engineering profession as a trusted and collaborative federation of regulators.	14
Advances engineering regulation and the profession through a unified national body.	10
Engineering regulators collaborating to advance the protection of the public.	5
To support and advocate for regulators in protecting the public interest through identification and harmonization of best practices in the regulation of engineering (in Canada).	2
Canada's engineering community leads regulation of the profession.	2
Advances engineering regulation and the profession through a unified federation of Canadian engineering regulators.	1
Engineers Canada is a trusted, collaborative federation of Canadian engineering regulators that strengthens and advances the engineering profession in the public interest.	0
We support the consistent high standards of self-regulation of engineering in Canada in protecting the public safety and welfare.	0

There was a general acknowledgement that a unified profession and harmonization of best practices across jurisdictions is the desired future state. It was also recognized that Engineers Canada supports regulators and that their collaboration will determine the level of success achieved. Some participants mentioned that the ultimate goal is to protect the public and that there is a need to move away from keeping the discussion on maintaining self-regulation.

Several participants mentioned the need to be bold and make the final vision statement appealing and that it should seek to capture Engineers Canada's purposes. The vision will be refined and finalized at the Engineers Canada June workshop.

Engineers Canada's mission

As stated in [Board Policy 1.3](#), "the purpose of Engineers Canada is to serve the collective interests of the regulators, to promote and maintain the interests, honour, and integrity of the Canadian engineering profession, and to do all such lawful things as are incidental to or conducive to the attainment of the foregoing, including to serve the regulators and strengthen the profession by:

1. Accrediting undergraduate engineering programs.
2. Facilitating working relationships between the regulators.
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.
4. Offering national programs.
5. Advocating to the federal government.
6. Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
7. Managing risks and opportunities associated with mobility of work and practitioners internationally.

8. Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.
9. Promoting diversity and inclusivity in the profession that reflects Canadian society.
10. Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects”.

Attendees were asked to confirm that the purposes are Engineers Canada’s mission. While there was general recognition that the purposes are the mission, some participants suggested only using the first paragraph to make messaging more succinct and easier to communicate externally.

Engineers Canada’s values

Values are shared beliefs that guide decision-making at Engineers Canada. They guide decision-making, embody the corporate culture and clarify what is most important to this organization. As stated in [Board Policy 1.2](#), Engineers Canada Board’s guiding principles are to:

1. Serve the needs of the regulators.

- Achieve a balance between serving the needs of individual regulators and strengthening the collective interest:
 - through dialogue, and
 - as determined collaboratively by the regulators.
- Regulators own the relationship and the dialogue with individual license holders of the profession.
- Demonstrate the link between Board direction, the Purpose of Engineers Canada, and the needs of the regulators.

2. Ensure transparency and accountability in the decision-making process.

- Ensure that the process is clear and transparent.
- Actively engage all affected parties in the process.
- Ensure that all comments and guidance provided during consultations are considered during the process.
- Share supporting background and rationale for final decisions with all affected parties.

3. Encourage the commitment and engagement of the regulators.

- Proactively develop and maintain a national understanding of and consensus on the issues affecting the regulators and the profession.
- Provide regulators with an effective forum for collaboration and consensus-building to understand, prioritize and advance the collective requirements of the regulators.

4. Enable diversity and inclusion in the Canadian engineering profession.

Attendees confirmed that these guiding principles are Engineers Canada Board’s values.

Also, as part our focus on operational excellence, Engineers Canada staff had developed their own values:

- We earn credibility through high-quality work
- We foster new ideas and embrace creative approaches
- We are transparent and accountable
- We create and sustain trusting relationships
- We rely on diverse people and perspectives to enrich our work

Potential strategic priorities

Strategic priorities should be of national scope, within the purposes and resources of Engineers Canada, and complement regulators' initiatives. During the workshop, each table was invited to propose and present to workshop attendees up to five strategic priorities; either new or existing priorities that would be carried forward in the upcoming strategic plan. Each priority was written on a separate flip chart sheet and put on a wall (Pictures are shown in the Appendix 2). Engineers Canada staff clustered them together and validated the grouping with attendees. Then, participants were given five dots to vote on any priorities of their choice. The following table presents proposed strategic priorities, key discussion points, along with the number of votes they received from attendees:

Proposed strategic priorities	Key discussion points	# of votes
Collaboration and harmonization	Several barriers to collaboration were identified including legislation, personalities, inertia, and councils. Several areas were identified for national harmonization such as accreditation, continuing professional development (including ethics), and evaluation of non CEAB graduates. There was a recognition that implementation of competency-based assessment should continue and that while it maps to a four-year experience requirement, perhaps we should revisit, especially in light of Québec's new two-year requirement. Some also mentioned that consideration should be given to implementation of a right touch approach in admission processes.	62
Promotion and visibility	Several participants conveyed their concern that they see a decrease in recognition of the value of engineering regulation and engineering licenses. The Chartered Professional Accountant campaign was cited as best practice. It was also pointed out that OIQ recently conducted a similar campaign. It was mentioned that employers also need to be targeted because they are a contributing factor to engineering students choosing to become P.Eng.s or not.	38
Accreditation	There is a universal acknowledgement that accreditation must continue improving its processes to address new educational realities and improving our relationship with Higher Education Institutions.	33
Ability to adapt to emerging technologies	Several participants raised the need for the profession to identify various technological changes, assess potential impact on the public and the practice of engineering, as well as support implementation of regulatory changes and enforcement efforts. Licensure of entrepreneurs in emerging disciplines was mentioned several times.	24
Diversity and inclusion	Several participants mentioned that 30 by 30 should continue and that efforts should also be done to address intersectionality and target other groups including LGBTQ, younger, racialized, disabled and new Canadians groups.	23

Equitable and sustainable funding	Frustration has been expressed that Engineers Canada has not yet reached a consensus on a funding arrangement, which is negatively impacting relationship with regulators. Demographics should be considered to ensure long-term viability of options.	13
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Given that the proposed federal government advocacy priority only received one vote, it was not included in the table above. There was also a suggestion to put pressure on the federal government to require their employees to become licensed. Also, votes on right touch admission and competency-based assessment were folded under collaboration & harmonization.

The list of strategic priorities will be refined and finalized at the Engineers Canada June workshop.

Next steps

Engineers Canada staff will provide a proposed vision statement and description for each priority for the Board's consideration. Then, the Board will finalize the vision statement and refine and select priorities at its June strategic retreat. All mission (purposes), vision, values (guiding principles), and strategic priorities will be included in the draft 2022-2024 Engineers Canada Strategic Plan, which will be sent for regulators consultation in the fall 2020.

Appendix 1: Workshop attendees

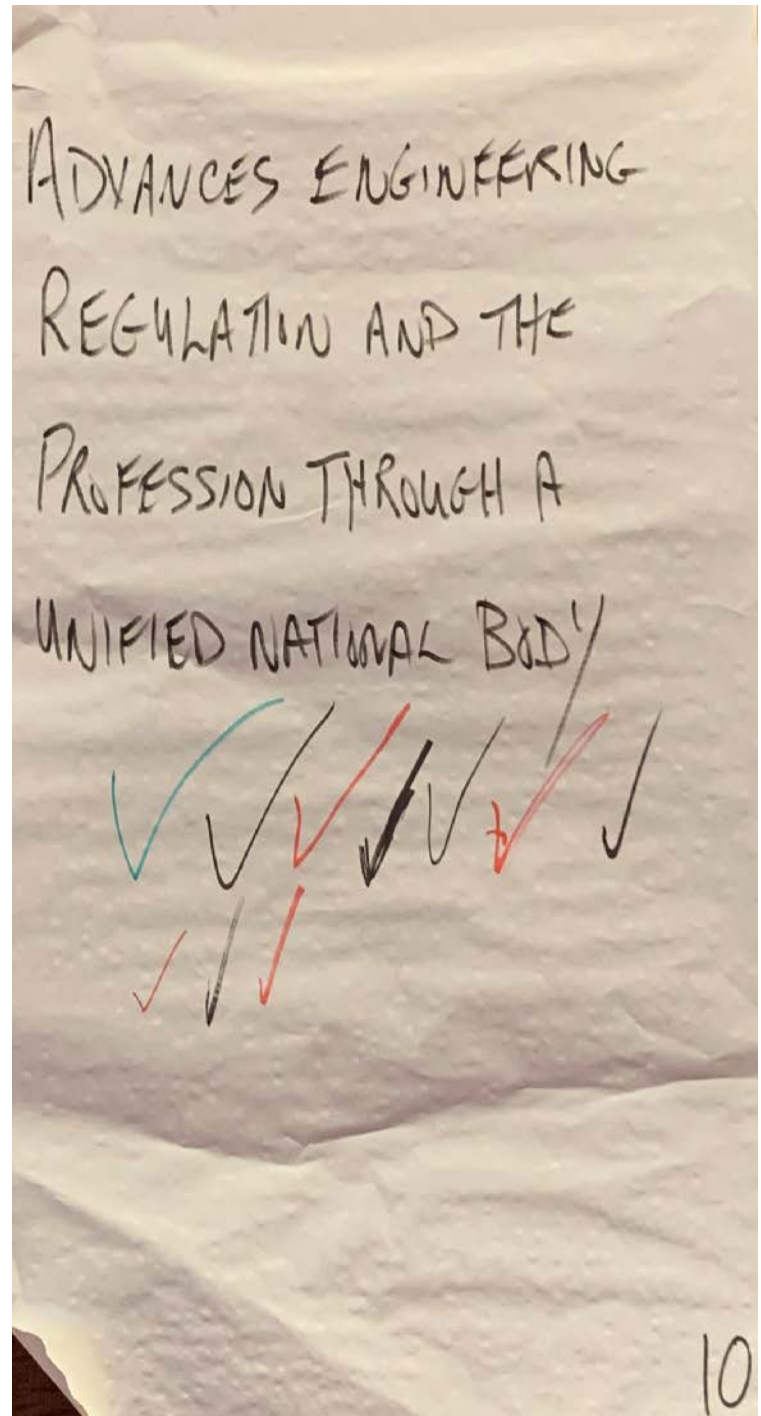
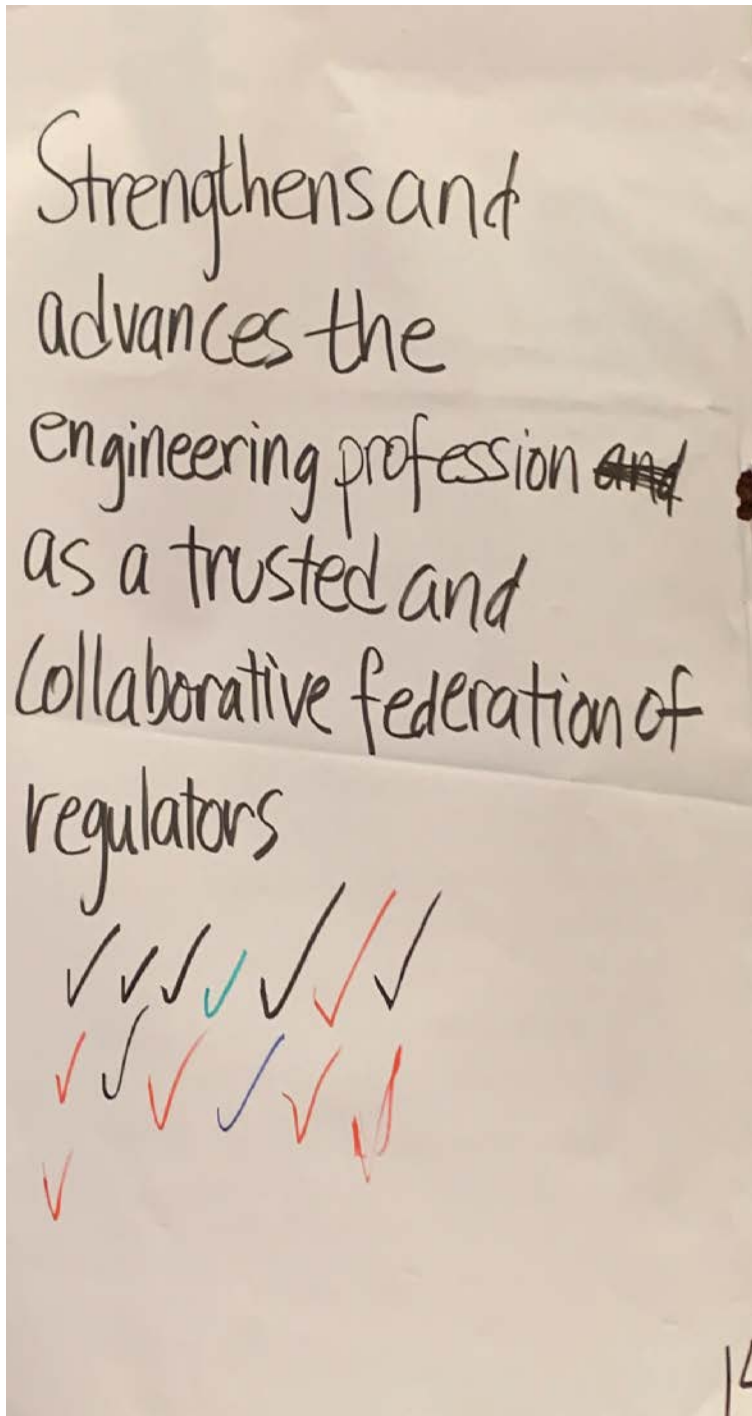
The following section presents all workshop attendees along with their organization:

- **Kathy Baig**, Engineers Canada Board Director, Québec and President, Ordre des ingénieurs du Québec
- **Christian Bellini**, Engineers Canada Board Director, Ontario
- **Luigi Benedicenti**, Chair, Canadian Engineering Accreditation Board
- **Annette Bergeron**, Past Chair, Engineers Canada Board
- **Jean Boudreau**, President-Elect, Engineers Canada Board
- **Janet Bradshaw**, Chief Executive Officer and Registrar, Professional Engineers & Geoscientists Newfoundland & Labrador
- **Terry Brookes**, Engineers Canada Board Director, Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists
- **Danny Chui**, Engineers Canada Board Director, Ontario
- **Karen Costello**, President, Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists
- **Lia Daborn**, Chief Executive Officer, Association of Professional Engineers and Geoscientists of New Brunswick
- **Chris Dixon**, President, Engineers Yukon
- **Lisa Doig**, Engineers Canada Board Director, Alberta
- **Justin Dunn**, Engineers Canada Board Director, Prince Edward Island
- **Ann English**, Chief Executive Officer and Registrar, Engineers & Geoscientists British Columbia
- **George Eynon**, President, Association of Professional Engineers and Geoscientists of Alberta
- **Gary Faulkner**, Engineers Canada Board Director, Alberta
- **Terry Fonstad**, President, Association of Professional Engineers and Geoscientists of Saskatchewan
- **Dwayne Gelowitz**, Engineers Canada Board Director, Saskatchewan
- **Brent Gibson**, Manager, Communications, Engineers Canada
- **Linda Golding**, Executive Director and Registrar, Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists
- **David Goosney**, Chair, Professional Engineers & Geoscientists Newfoundland & Labrador
- **Nancy Hill**, President, Ontario
- **Jeff Holm**, Engineers Canada Board Director, British Columbia
- **Kimberley King**, Executive Director/Director of Registration, Engineers Yukon
- **Jim Landrigan**, Executive Director/Registrar, Engineers PEI
- **Andrew Lockwood**, President-elect, Association of Professional Engineers and Geoscientists of Saskatchewan
- **David Lynch**, President, Engineers Canada
- **Lianna Mah**, President, Engineers & Geoscientists British Columbia
- **Mahmoud Mahmoud**, Vice-Chair, Canadian Engineering Qualifications Board
- **Pal Mann**, Chief Executive Officer and Registrar, Engineers Nova Scotia
- **Gerard McDonald**, Chief Executive Officer, Engineers Canada
- **Robert McDonald**, Executive Director and Registrar, Association of Professional Engineers and Geoscientists of Saskatchewan

- **Jay Nagendran**, Registrar & Chief Executive Officer, Association of Professional Engineers and Geoscientists of Alberta
- **Dawn Nedohin-Macek**, Engineers Canada Board Director, Manitoba
- **Mélanie Ouellette**, Manager, Qualifications, Engineers Canada
- **Jitendra Paliwal**, President, Engineers Geoscientists Manitoba
- **Cassandra Polyzou**, Manager, Diversity, Equity, and Inclusion, Engineers Canada
- **Stephanie Price**, Executive Vice President, Regulatory Affairs, Engineers Canada
- **Kelly Reid**, Engineers Canada Board Director, Ontario
- **Marlo Rose**, President, Association of Professional Engineers and Geoscientists of New Brunswick
- **Changiz Sadr**, Engineers Canada Board Director, Ontario
- **Jeanette M. Southwood**, Vice President, Corporate Affairs and Strategic Partnerships, Engineers Canada
- **Evelyn Spence**, Legal Counsel, Engineers Canada
- **Marisa Sterling**, President-elect, Professional Engineers Ontario
- **Beryl Strawczynski**, Manager, Regulatory Research and International Mobility, Engineers Canada
- **Joey Taylor**, Manager, Public Affairs, Engineers Canada
- **Heidi Theelen**, Manager, Organizational Excellence, Engineers Canada
- **Jane Tink**, Engineers Canada Board Director, Alberta
- **Lynn Tremblay**, Meeting and Event Planner, Engineers Canada
- **Richard Trimble**, Engineers Canada Board Director, Yukon
- **Andre Veinotte**, President, Engineers Nova Scotia
- **Steve Vieweg**, Finance, Audit and Risk Committee member
- **Michael Wrinch**, Engineers Canada Board Director, British Columbia
- **Chris Zinck**, Engineers Canada Board Director, Nova Scotia
- **Johnny Zuccon**, Chief Executive Officer/Registrar, Professional Engineers Ontario

Appendix 2: Pictures of proposed visions and strategic priorities

The following section shows pictures of the visions and strategic priorities proposed by attendees:



Engineering regulators
collaborating to
advance ~~the~~ the
protection of the
public (~~interest?~~)

✓✓✓✓✓

5

Canada's engineering
Community is the ~~leader~~ ^{led} leads

~~regulation of the profession~~
~~of regulated professions.~~

✓✓

— engineering
standard.

The Canadian P.Eng is globally respected
~~as~~ sign of engineering excellence

2

✓
May the 4th be with you:

To support and advocate
for regulators in protecting
the public interest through
identification and
harmonization of best practices
in the regulation of Engineering
[in Canada]

✓
2

ADVANCES ENGINEERING
REGULATION AND THE PROFESSION
THROUGH A UNIFIED FEDERATION
OF CANADIAN ENGINEERING
REGULATORS

✓

1

Engineers Canada is a
trusted, collaborative
federation of Canadian
engineering regulators that
strengthens and advances
the engineering profession
in the public interest

WE SUPPORT THE CONSISTENT
HIGH STANDARDS OF
SELF-REGULATION OF ENGINEERING
IN CANADA ~~AND~~ PROTECTING THE
PUBLIC SAFETY AND WELFARE.

MEMBER SERVICES /
BENEFITS & ALL NON-REGULATORY
FUNCTIONS
eg CPD, ADVOCACY

ADVOCACY w/ FEDERAL GOVT.

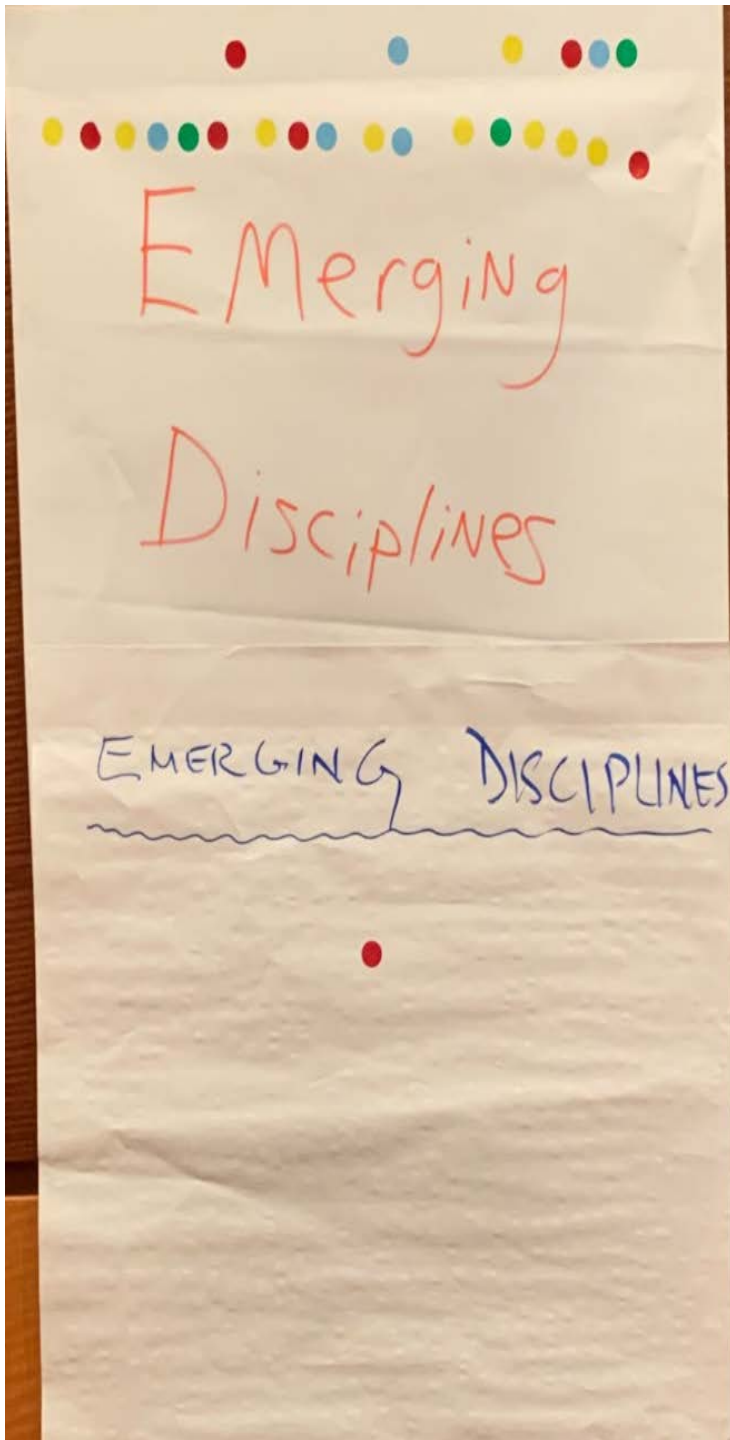
HARMONIZATION/HOLISM
OF REGULATION ACROSS CANADA

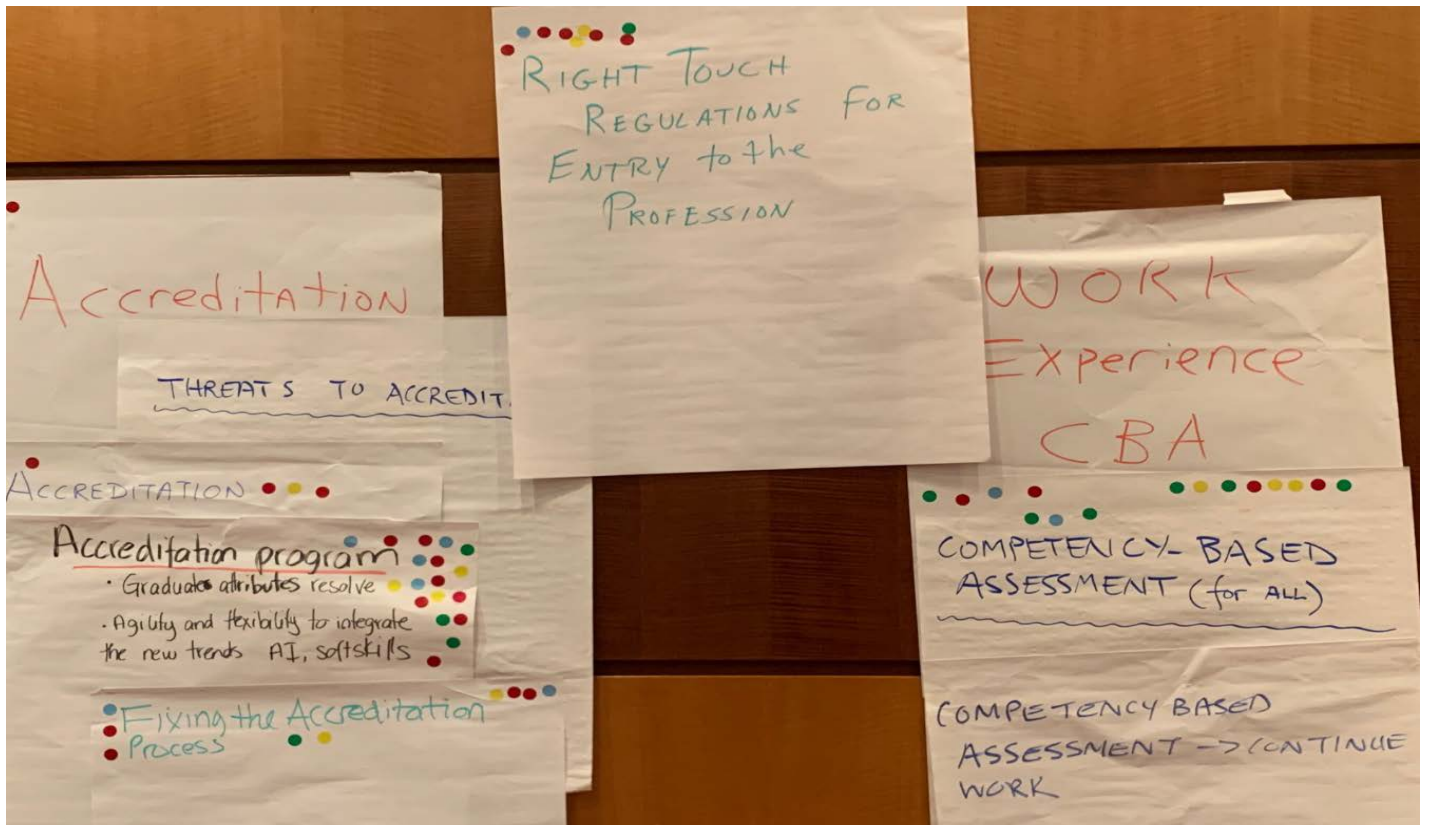
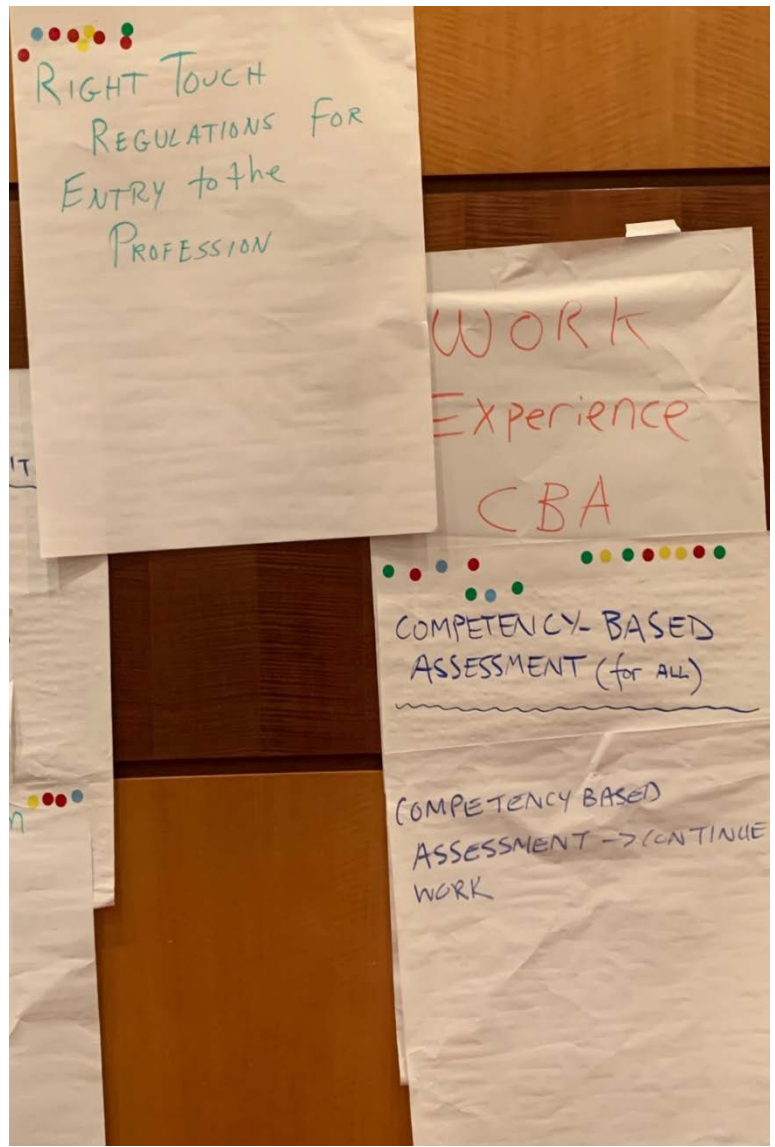
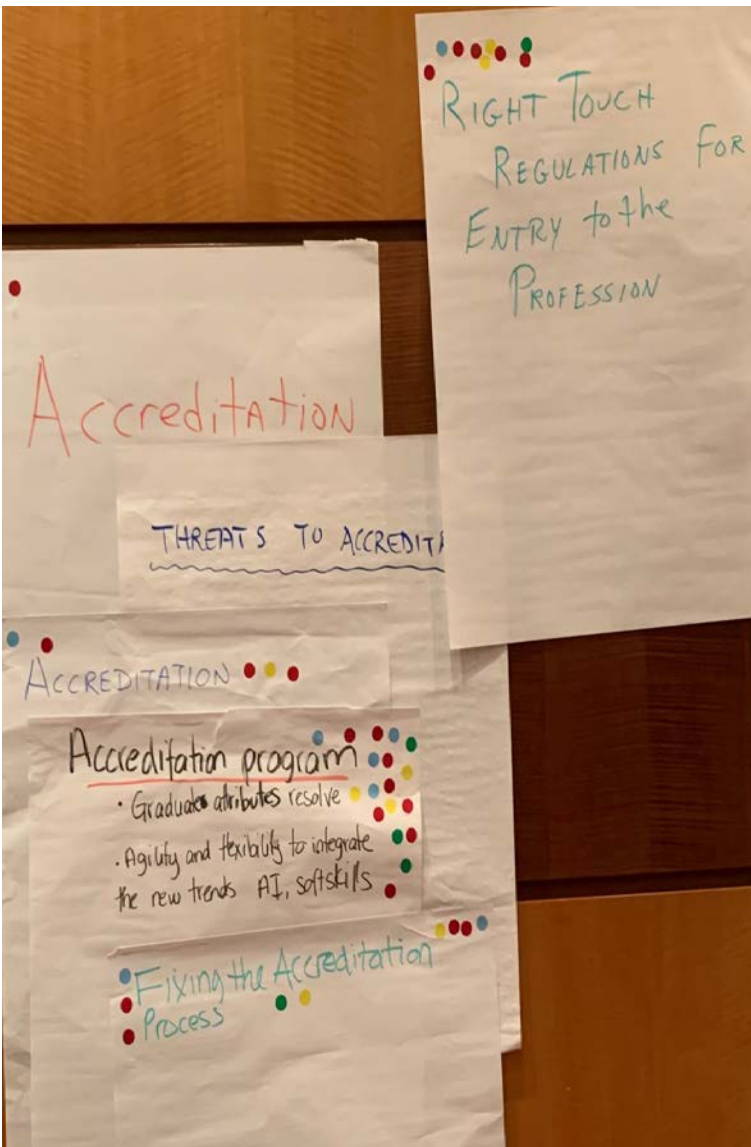
Barriers
to Collaboration

UNIFICATION

NATIONAL CPD
PROGRAM

Harmonization national and
international mobility
• national commitment
• Foreign trained eng. weakest link (PFE)





\$USTAINABLE FUNDING

Sustainable organization

- Financial stability
- ↓ Affinity, ↑ fees

Broader public awareness to increase relevancy, compliance and licensure rates.

PUBLIC INFORMATION

Raise the profile and understanding the role of eng.

- trends keeping up with AI, tech
- National campaign
- increasing graduates member licensing
- forward looking

PROMOTING PUBLIC ACCOUNTABILITY OF THE "LICENCE"

PROMOTE THE PROFESSION
(the engineer brand) / LOBBY
FEDERAL GOV.

BROADER EMPLOYER'S
AWARENESS for ^{ISSUES} around
Qualified Person
and (Federal) government

■ FUTURE OF THE PROFESSION
(how do regs. stay relevant,
accreditation, labour market,
regulation of ^{emerging} eng disciplines,
working with gov, engineer entrepreneurs)