

AGENDA OF THE
193rd ENGINEERS CANADA BOARD MEETING

March 1, 2019

8:30 am – 4:30 pm

Courtyard Marriott, Ottawa, ON

Room 118CDE

Please refer to the Board Policy Manual and By-law

1	OPENING
	1.1 Call to order and approval of agenda <i>THAT the agenda be approved, and the President be authorized to modify the order of discussion.</i>
	1.2 Declaration of conflict of interest
2	EXECUTIVE REPORTS
	2.1 President’s Report to the Board – A. Bergeron (attachment) p.5
	2.2 CEO Year End Report to the Board – G. McDonald (attachments) p.9
	2.3 CEO Group Report to the Board – A. English
	2.4 Presidents’ Group Report to the Board – K. Costello
3	CONSENT AGENDA <i>Board members may request that an item be removed from the consent agenda for discussion.</i>
<i>THAT the consent agenda motions listed below (3.1 to 3.3) be approved in one motion.</i>	
	3.1 APPROVAL OF MINUTES (attachments) p.31 <i>THAT the minutes of past Board meetings be approved as presented:</i> a) <i>September 26, 2018</i> b) <i>December 10, 2018</i>
	3.2 QUALIFICATIONS BOARD DOCUMENTS (attachments) p.48 a) <i>THAT the Regulator Guideline on Continuing Professional Development be approved for publication on the members-only Engineers Canada website.</i> b) <i>THAT the Regulator Guideline on Limited Licenses be approved for publication on the members-only section of the Engineers Canada website.</i>
	3.3 NATIONAL POSITION STATEMENTS (attachment) p.72 <i>THAT the national position statement Regulation of Coastal, Ocean and Related Subsurface Engineering be approved.</i>

4	BOARD BUSINESS/REQUIRED DECISIONS
	<p>4.1 Publication of Board committee minutes – S. Price (attachment) p.78 <i>THAT the Board approve publication of all board committee minutes on the public side of Engineers Canada’s website.</i></p>
	<p>4.2 PEO Affinity Funds – C. Bellini (attachments) p.80 <i>That the Board approve PEO’s request to hold the 2017 derived sponsorship monies for Ontario from the Home/Auto insurance program in abeyance until April 30, 2019.</i></p>
	<p>4.3 Report of the Funding Task Force – D. Gelowitz (attachments) p.84</p>
	<p>4.4 Objectives for the Chief Executive Officer for 2019 – R. Kinghorn (attachment) p.101 <i>THAT the Board of Directors approve the 2019 Objectives for the Chief Executive Officer.</i></p>
	<p>4.5 New policies for Board policy manual – R. Kinghorn p.106 <i>THAT the Engineers Canada Board approve the following policies:</i></p> <ul style="list-style-type: none"> a) Policy 1.3 Purposes of Engineers Canada (attachment) b) Policy 4.1 Board responsibilities (attachment) c) Policy 4.5 CEO Group Advisor to the Board (attachment) d) Policy 4.12 Board self-assessment (attachment) e) Policy 4.13 Individual director assessment (attachment) f) Policy 6.7 Finance committee terms of reference (attachment) g) Policy 6.8 Governance committee terms of reference (attachment) h) Policy 7.1 Board, committee and other volunteer expenses (attachment) i) Policy 7.2 Board relationship with the Canadian Federation of Engineering Students (attachment) j) Policy 7.3 Board relationship with the National Council of Deans of Engineering and Applied Science (attachment) k) Policy 9.2 Board approved documents – Qualifications Board documents (attachment) l) Policy 9.3 Board approved documents – National position statements (attachment)
	<p>4.6 Electricity Human Resources Canada Leadership Accord for Gender Diversity – A. Bergeron (attachment) p.134 <i>THAT endorsement of the Electricity Human Resources Canada Leadership Accord for Gender Diversity as an employer be approved.</i></p>
Lunch – 12:00 – 1:00	
5	REPORTS TO THE BOARD
	<p>5.1 a) Accreditation Board update – L. Benedicenti (attachments) p.137 b) Report of the AU Task Force (attachments) p.141</p>

	5.2	Qualifications Board update – R. LeBlanc (attachment) p.143
	5.3	Risk Register – R. Shreewastav (attachment) p.145
	5.4	Audit Committee – D. Chui (attachment) p.157
	5.5	Compensation Committee – R. Kinghorn (attachments) p.159
	5.6	Executive Committee – A. Bergeron (attachment) p.166
	5.7	Finance Committee – R. Shreewastav (attachments) p.168
	5.8	Governance Committee – R. Kinghorn (attachment) p.171
6	OTHER BUSINESS	
	For any additional business that needs to be discussed	
7	IN-CAMERA SESSION	
	<i>7.1 THAT the meeting move in-camera and be closed to the public at the recommendation of the Executive Committee. The attendees at the in-camera session shall include Board members, regulator staff, the regulator Presidents or their delegates, and Engineers Canada staff.</i>	
	<i>7.2 THAT the meeting move in-camera and be closed to the public at the recommendation of the Executive Committee. The attendees at the in-camera session shall include Board members, its direct reports (CEO, and Chairs of the CEAB and CEQB), the CEO Group advisor to the Board and, the Corporate Secretary.</i>	
	<i>7.3 THAT the meeting move in-camera and be closed to the public at the recommendation of the Executive Committee. The attendees at the in-camera session shall include Board members, and the Engineers Canada CEO.</i>	
	<i>7.4 THAT the meeting move in-camera and be closed to the public at the recommendation of the Executive Committee. The attendees at the in-camera session shall include Board members.</i>	
8	NEXT MEETINGS	
	<ul style="list-style-type: none"> • April 16, 2019 - teleconference • May 23 – 25, 2019 (Quebec City, QC) • June 27-28, 2019 (Whitehorse, YK) • October 2-4, 2019 (Ottawa, ON) 	
9	CLOSING (motion not required if all business has been completed)	

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President's report
Highlights of meetings and regulator visits
September 2018 – December 2018

**Over the past five months, the President has held weekly teleconferences
with the CEO of Engineers Canada.**

SEPTEMBER 2018

September 13-14, 2018 – Engineers Nova Scotia AGM – Halifax, NS

Attended Engineers Nova Scotia Council meeting. Brought update to Engineers Nova Scotia AGM. Trip report filed with President-Elect and CEO.

September 15-16, 2018 – CEAB – Quebec City, QC

On Saturday, the **Canadian Engineering Qualifications Board** held an orientation session for their members, led by Chair Ron Leblanc and President Bergeron. The session provided an overview of Engineers Canada and of the role of the CEQB.

The **Canadian Engineering Accreditation Board** held a face-to-face meeting and two workshops in Quebec City, as well as meetings of their Policies & Procedures (P&P) Committee and a joint meeting between the P&P and the Deans' Liaison Committee (DLC).

September 20 – 21, 2018 – PEO Council meeting – North York, ON

September 24 – 26, 2018 – Engineers Canada 2018 Fall Meetings – Ottawa, ON

OCTOBER 2018

October 10, 2018 – Claudette MacKay Lassonde Fall Forum – Ottawa, ON

Delegates from Engineers Canada and the 30 by 30 Champions participated in OSPE's Claudette MacKay-Lassonde Forum in Ottawa. Some 800 delegates from across the globe, representing public and private sector engineering stakeholders, gathered to hear speakers including provincial and federal ministers. Annette Bergeron, Engineers Canada President, spoke about the need for faster progress on 30 by 30, and Engineers Canada's booth was active throughout the day, engaging delegates on 30 by 30.

October 18-20, 2018 – Engineers & Geoscientists BC AGM – Vancouver, BC

President Bergeron attended a full professional development day on Engineers & Geoscientists BC diversity initiatives. She then brought an update to the Engineers & Geoscientists BC AGM. Trip report filed with President-Elect and CEO.

October 18-20, 2018 – Engineers Manitoba 2018 – Winnipeg, MB

Engineers Canada was represented by Dawn Nedohin-Macek.

October 21-23, 2018 – ACEC National Leadership Conference 2018 – Ottawa, ON

Gerard McDonald and President Bergeron attended the annual conference of the **Association of Consulting Engineering Companies – Canada (ACEC)** here in Ottawa. The conference was a two-day affair with a number of presentations on a wide range of topics, including the implications of international market forces and what service industry firms need to know to remain competitive; organizational strategies for dealing with major disruptions; the struggle for top talent and diversity in consulting engineering; successful frameworks for major nation-building projects; and politicization of infrastructure – what is the solution? The conference culminated with the Canadian Consulting Engineers Awards Gala, at which twenty Awards of Excellence were handed out in a range of categories. The press release for the awards can be found [here](#). ACEC had previously endorsed 30 by 30.

October 30, 2018 – Teleconference with NSPE regarding Licensure Mobility

We were made aware of a letter that had been sent from the President of the NSPE to the Chief Trade Negotiator of the US regarding P. Eng. licensure requirements in Canada. President Bergeron wrote a response letter to NSPE. At the behest of the NSPE, a conference call was held between President Bergeron, Stephanie Price, and Gerard McDonald along with the President, President-Elect, Executive Director, Legal Counsel, and Manager of Government Relations and Advocacy of the NSPE to clarify our respective understanding of licensing provisions. All recognized the differing requirements of states and provinces in this regard but thought we may wish to highlight case studies and commit to a joint statement supporting licensure mobility in our two countries. We agreed to give this further consideration and resume the discussion, which is to be continued.

NOVEMBER 2018

November 2-3, 2018 – ABET Conference – Baltimore, Maryland, USA

Purpose of this trip was to observe ABET Delegation, Delegates, and Board meetings; gain a better appreciation of ABET governance and accreditation challenges and best practices; and, renew mutual recognition agreement with ABET. On the Friday evening, President Bergeron and CEO McDonald had the pleasure of attending the ABET Awards Gala, which celebrates the achievements of some of ABET's most dedicated experts and individuals.

At the Board meeting on Saturday, President Bergeron gave an update and answered questions about EC. We re-signed the Mutual Recognition Agreement with ABET. The substance of the agreement was not changed but simply updated to reflect proper organizational titles, names, and dates.

November 15-16, 2018 – PEO Council Meeting – North York, ON

November 17, 2018 – Chapter Leaders Conference 2018 & OPEA Awards – Toronto, ON

November 19, 2018 – Meeting with Marco Mendicino, Parliamentary Secretary to the Minister of Infrastructure and Communities.

A meeting was held regarding climate change. The meeting focused on Engineers Canada's involvement in Infrastructure Canada's Climate Lens, as well as our work in diversity and inclusion in the engineering profession.

November 19, 2018 – Testimony to the House of Commons Standing Comm. On Indigenous & Northern Affairs – Ottawa, ON

President Annette Bergeron and David Lapp appeared before the House of Commons' Standing Committee on **Indigenous and Northern Affairs** to provide testimony on its study on northern infrastructure projects and strategies. The testimony focused on the need for climate vulnerability assessments to be carried out on northern, remote, and Indigenous infrastructure projects to inform and prioritize adaptation actions that address potential risks associated with a changing climate; as well as the need for licensed engineers in Canada to be included in the design, maintenance, rehabilitation, and decommissioning of Canada's northern, remote, and Indigenous infrastructure.

November 22-24, 2018 – Engineers PEI Annual Meeting & Awards Gala

The evening before the AGM, President Bergeron attended a dinner with Engineers PEI Councilors, Past Presidents, Past CEO, EC Director, and APEGNB President and CEO. President Bergeron then gave an update to the AGM. Trip report filed with President-Elect and CEO.

November 29, 2018 – Afternoon at the EC office

DECEMBER 2018

December 10, 2018 – EC Board Meeting – Ottawa, ON

Below is a list of upcoming meetings in January and February 2019.

JANUARY 2019

- January 6, 2019 – CFES Congress – McGill University – Montreal, QC
- January 8, 2019 – Compensation Committee webinar
- January 30, 2019 – Audit Committee webinar
- January 15, 2019 – PEO Winter 2019 Consultations – Toronto, ON

FEBRUARY 2019

- February 2-3, 2019 – Accreditation Board meeting – Quebec City, QC
- February 3-4, 2019 – Stakeholder consultation on SP3
- February 7-8, 2019 – PEO Council meeting – North York, ON
- February 13, 2019 – Keynote speech – Regulatory Perspective of Risk in Engineering – Toronto, ON
- February 22, 2019 – E&G NB AGM and Awards – Fredericton, NB

CEO report to the Board

I. Progress on the interim strategic plan – year-end update

In June 2017, the board issued 10 goals in the *Interim strategic direction* for the period July 2017 to December 2018. This direction formed the basis for the 2018 annual operating plan and included:

I. GOVERNANCE AND PROCESS ENHANCEMENTS

1. Support the implementation of the governance model and policies
2. Develop and implement a consultation program that will ensure that regulators' direction is heard and acted on
3. Facilitate the development of the 2019-2021 Board Strategic Plan and initiate a repeatable strategic planning process

II. CORE WORK

4. Support the Accreditation Board and its improvements
5. Support the Qualifications Board and its work plan
6. Deliver national programs in support of regulation and of the engineering profession

III. OPERATIONAL PLANNING AND REPORTING

7. Develop and publish the 2018 operational plan and budget
8. Develop progress reporting mechanisms
9. Support the onboarding of the new CEO
10. Provide the internal support required for ongoing operations

During a busy year, with much change and four major projects underway, all of these goals were addressed, and much work was completed. Full details are included in the year-end report in Annex A, and year-end updates on our major projects are in Section III of this report.

The year-end report is a chance to reflect on all that has been accomplished. We are particularly proud to have:

- Collaborated and completed the 2019-2021 Strategic Plan with the regulators.
- Signed agreements with all participating regulators in the TD/Meloche Monnex home and auto insurance program.
- Been instrumental in collaborating with Manulife to create a Waiver of Premium related to job loss available to engineers and geoscientists participating in the Engineers Canada-sponsored Term Life Insurance program. This type of waiver of premium is a first of its kind in Canada's insurance industry and will benefit engineers and geoscientists when they are at their most vulnerable.
- Had our written and verbal recommendations quoted more than 20 times throughout the House of Commons' Standing Committee on the Status of Women report entitled "Women's Economic Security: Securing the Future of Canada's Economy".
- Been instrumental in Infrastructure Canada's inclusion of engineers among the few professions permitted to provide attestations for climate change resilience assessments.

- Had the United States-Mexico-Canada Agreement (USMCA) include a number of our key recommendations.
- Expanded the 30 by 30 Champions to include 20 higher education institutions, the Association of Consulting Engineering Companies- Canada, and the Canadian Academy of Engineering.
- Achieved continuing success with Future City - For the second year running, Canadian teams entered the Future City competition, which invites students in grades 6, 7, and 8 to imagine, research, design, and build their idea of a future city. The program expanded this year to include students from the Durham Catholic District School Board, who joined teams from Durham District School Board and teams in PEI and New Brunswick to build an age-friendly city. The winning team from Durham District won a special prize for residential design at the international competition in Washington, DC—an impressive feat for a team in only its second year of the competition!
- Relaunched Engineers Canada’s newsletter as Engineering Matters.
- Achieved the requirements for web accessibility within the Accessibility for Ontarians with Disabilities Act (AODA).
- Been awarded certification by Excellence Canada at the silver level of the Excellence, Innovation and Wellness Standard.
- As part of Space Program, successfully migrated our email and Sharepoint platforms to the Cloud.
- Updated our organizational structure to align with the 2019-2021 Strategic Plan, and the priorities expressed by the regulators.

That new structure will now allow us to devote the necessary resources to those few areas where we fell short in 2018.

With the exception of the PIEVC and IRP work, which we are divesting by 2021, as per the Strategic Plan, most of our operational work will continue. At the same time, we will re-evaluate a substantial portion of our work through the development of new sub-strategies. Those evaluations will allow us to make adjustments and develop strategies that align with regulator needs. We look forward to the challenge!

II. A word from the Chairs

From the Accreditation Board

2018 was a year of increased interest and participation in accreditation activities. We welcomed more Engineers Canada directors and regulator staff to our visiting teams, which was a great opportunity for them to gain meaningful understanding about the issues and realities of accreditation, and for us to learn about their concerns and priorities. We also had more contact with the National Council of Deans of Engineering and Applied Science (NCDEAS) and their staff through collaborative meetings, and training and information sessions at their events. Finally, we increased our dialogue with the Canadian Federation of Engineering Students (CFES) to understand their perspectives on engineering education. This higher level of collaboration will help us as we address the strategic priority assigned to the Accreditation Board in 2019: accountability in accreditation.

From the Qualifications Board

2018 was again a year of continuous transformation for the Canadian Engineering Qualifications Board. We adopted a new consultation process that we implemented throughout the year. We also adopted a new Syllabus Review Protocol, based on our lessons learned over the last few years. Most importantly, the Engineers Canada Board approved our 2019-21 Work Plan, which resulted from officials groups and CEO Group consultations in the summer 2018. These new initiatives did not prevent us from holding two national workshops on environmental engineering and entrepreneurship, finalizing three new guidelines, and reviewing four guidelines, four syllabi, and our engineering-in-training website content. We want to take this opportunity to thank regulators for their ongoing collaboration and participation in our consultation process and are looking forward in delivering valuable and timely products for regulators in 2019.

III. Financial updates:

Category	2018 Budget	2018 Actual (unaudited)	Variance
Revenues	10,800	10,245	(555)
Expenses	12,380	11,699	681
Surplus/(deficit)	(1,580)	(1,454)	126

The overall deficit for 2018 is 1.45 million which is approximately 126,000 less than the originally budgeted deficit at the begin of the year.

Revenues total 10.245 million. This is below the budgeted amount largely due to the lower than expected results from investments.

Core operations spending was 10.419 million and spending on major projects was 1.280 million.

The projected costs and timing of expenditures for some of the major projects has changed. The Accreditation Improvement Project incurred lower than expected expenses as a result of reduced spending on business analysis consultants. The Competency-Based Assessment project 2018 spending was lower than anticipated due to reduced meeting costs along with some of the integration costs shifting to 2020. The Strategic Planning, and Consultation project also incurred lower than expected costs as some of the consultation work shifted to 2019. The Space Program also came in under budget for 2018 largely due to reduced costs for information architect consulting.

IV. 2018 projects funded from reserves and other projects of interest

Competency-Based Assessment (CBA) Project

The “nationalization” of Engineers and Geoscientist British Columbia’s online competency-based work experience assessment tool has progressed on time and on budget. We now have a fully pan-Canadian tool, being used by three regulators, which individual regulators can administer. During the year we had the chance to explore use of this same tool by OIQ and APEGA, and although both are using different platforms, the competency standard is common to all regulators. The fact that seven

regulators now use the same competency standard is perhaps the greatest accomplishment of the project.

In 2019 we will build on this and complete the work to make the tool bilingual, add capabilities related to training for assessors and validators, and enable automatic information sharing between individual regulator databases and the pan-Canadian tool. The User Steering Group, with representatives from all participating (or soon-to-be-participating) regulators has been instrumental in establishing priorities, providing feedback, and guiding the development of a pan-Canadian system that provides benefits to regulators, applicants, and all of the volunteers involved in the admissions process.

Space Program

Broadly speaking, the Space Program achieved its objectives for 2018. Project work for the year could be characterized into two parts. In the first half of the year, almost all of the project work fell to the Information Technology team in the meticulous preparation of the cloud-based email and SharePoint environments. In particular, preparing the email environment took longer than originally anticipated. This resulted in a schedule delay that the project team will be managing for the remainder of the Program. The reward for several months of difficult and detailed work was realized first in May with the transition of all staff to cloud-based email and then in July when organization's SharePoint environment was moved to the Cloud. To the credit of IT team and the broader project support team both implementations were largely incident free.

Program effort for the remainder of the year was dedicated to the development of a new information architecture that will fully leverage the extensive capabilities of SharePoint, and to design and execution of a significant change management and training initiative (known as *the Space Race*) created to help staff get the most out of the new, cloud-based Office 365 platform. Led by a change management team using a team-based gamification approach, the initiative has engaged all staff in a fun and informative learning environment that has advanced everyone's knowledge in the use of the new tools and applications.

Much work is still to be done in 2019, including the continued roll-out of applications in the Office 365 suite such as Skype for Business; development and implementation of the Information Architecture; and the transition of our other business systems to the Cloud. Detailed planning for all of this work is underway and at differing levels of completion. The Space Program will conclude in 2019 and based on our current financial forecast, will do so on, or slightly under, budget.

Governance, Strategic Planning, and Consultation (GSPC) Project

2018 was an incredibly productive year for the GSPC project. The project is ahead of schedule and below budget, with no reduction in scope or quality. Much has been accomplished.

- The 2019-2021 Strategic Plan was finalized and approved by the Members in May 2018, with a performance reporting finalized by the Board in September.
- A new strategic planning process has been finalized and will guide the development of our next plan.
- The consultation program, which will codify and organize the method by which we get regulators' input regarding our programs, projects, and services, is completed.
- A second round of governance improvements ("Governance 2.0") was developed and proposed to the regulators.

The GSPC project was conceived in 2017 to solve a core problem for Engineers Canada. The regulators did not feel that they were being adequately consulted about Engineers Canada's activities and they

were dissatisfied with how Engineers Canada was operating and what it was achieving. A lack of transparency, accountability, and results was causing a loss of trust and confidence, and there were conversations about leaving or dissolving Engineers Canada. A year and a half later, the situation is very different. The project has delivered in four major areas that address, structurally, the most important issues surrounding accountability, roles, and responsibilities, and the project has reinforced the primacy of regulator-first service in the success of Engineers Canada.

In 2019, this work will be completed. The Governance 2.0 recommendations will be the subject of consultations with the regulators in January and February 2019, and the necessary policy and bylaw changes to enact those improvements will be completed by May 2019.

Accreditation Improvement Program

The Accreditation Improvement Program (AIP) progressed well against its plan in 2018. The most significant milestone during the year was the selection of Armature as system supplier for the new data management solution. The data management system (DMS) will be an integral part of the improved accreditation process and also the data management repository for the Enrolment and Degrees Awarded database. The initial selection of Armature as our supplier was completed as a result of a rigorous request for proposal (RFP) process initiated in December of 2017. Four bidders submitted proposals. The DMS Advisory committee composed of representatives of the users of the DMS were involved in the process, which concluded in a decision, on April 16, 2018, to proceed with Armature. The contract negotiations between Engineers Canada for the provision of the Armature solution were completed on October 5, 2018. Negotiation of the contract took longer than originally anticipated. As a result, the project team continues to actively manage the project to mitigate the resulting slippage. Following the execution of the contract, the Engineers Canada team and the Armature development team have worked together to define and refine the system configuration that will ultimately be deployed to meet our needs. This work will continue for the remainder of 2018 and throughout 2019.

Other key AIP milestones from 2018 include the deployment of a new Accreditation Team Chair presentation template. This tool is a first step in standardizing the way visiting team members approach their work while on-site. It builds upon the training offered in the currently available online module. Two September CEAB workshops (Graduate Attribute/Continual Improvement Process and Definition of Design) introduced virtual meeting technology and interactive polling into the classroom. The workshops served as training and developed collaborative thinking and consensus building. There is also a pilot continuous improvement process to prioritize suggested improvements to accreditation and an approach to evaluate the effectiveness of the changes.

HEIs are expected to use the new system for the first time in spring 2019 to complete the annual Enrolment and Degrees Awarded Survey.

International Institutions and Degrees Database Improvement (IIDD) Improvement Project

The IIDD Improvement Project was not completed as planned in 2018 and is currently on hold. The original IIDD has not achieved its objectives and is not being used by all regulators. As a result, the National Admissions Officials Group (NAOG) established new requirements for an improved tool in 2017. Recognizing that it would be necessary to build a completely new tool (the existing tool could not meet the requirements established by the NAOG), the project team spent most of 2018 developing the business requirements and use cases for the improved IIDD. We have a finalized RFP document ready to be distributed whenever (if) funds become available.

While the project is on hold, Engineers Canada will initiate a review of the feasibility of the IIDD, including its use by the regulators, the total cost, the perceived value, and the long-term sustainability.



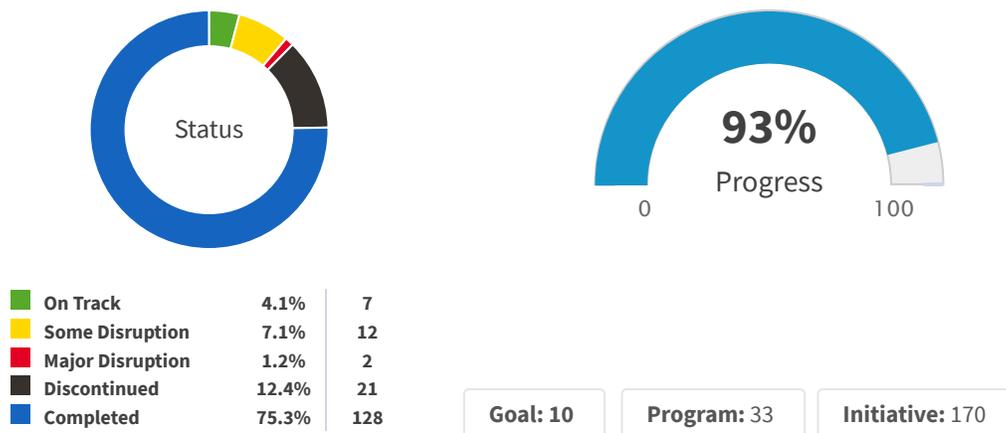
Engineers Canada 2018

Executive Report - 2018 Annual Operating Plan Summary

Progress as of Dec 19, 2018

Created on: Dec 19, 2018

Progress from Jan 02, 2018 to Dec 19, 2018



Summary

Summary

2018 AOP – Year-end Executive Summary

Although this is the third consecutive year that we have tracked and reported our work using the Envisio application (see Footnote 1), 2018 is the first full year where we have actively managed, regularly reviewed and regularly reported on a well structured Annual Operating Plan. The rigour applied in the creation of the plan and the structure of the reporting approach has provided us with a much more realistic and reflective view of what we have been able to accomplish. It also provides us with an indicator of the effectiveness of our planning process. In 2019 as we embark on the delivery of our new strategic plan, sustaining and continuously improving this approach will enable us to meaningfully assess our performance against plan and make operational adjustments and corrections to schedule, priorities and financial forecasts as and when necessary.

Notes to the reader for the following Executive Report generated from Envisio

The Annual Operating Plan for 2018 is described and tracked at three levels within Envisio. The three levels are Goals, Programs and Initiatives. The structure of the Plan is consistent with the Interim Strategic Plan provided by the Board in June of 2017.

Goal

Defined at a strategic level, the ten Goals describe outcomes that Engineers Canada intends to achieve over a multi-year period in pursuit of its overall purpose.

Program

Aligned to Goals, Programs establish achievable targets for groups of activities and projects that will be completed within a one to three-year timeframe.

Initiative

Short-term, detailed groups of activities and deliverables that collectively capture all the work done by Engineers Canada in a twelve-month period. All Initiatives are aligned to specific Programs. For reporting purposes, all initiatives are further decomposed into milestones that are reported on by staff on a quarterly basis. Quarterly reporting occurs at the end of March, June, September and December.

Interpreting the Report

A new version of Envisio application has been implemented since our last report at the end of Q2. As a result, guidelines for interpreting the report have changed a little. They are as follows:

- Aggregated status and performance of the whole organization against the plan is provided in the charts and associated legend at the top of page two.
- The status reported in the charts is generated by updates that are completed by initiative owners (staff responsible for completion of

the work) at the end of every quarterly reporting period.

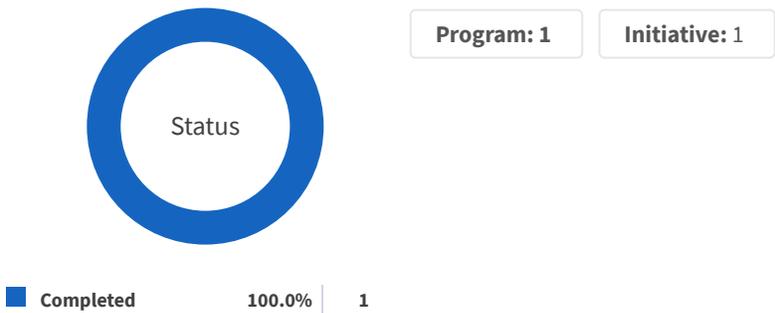
- The progress report (or percentage completion) is also populated based on the updates submitted by the initiative owners as well as the start and end dates of the initiative established during the planning process. Initiative owners can also adjust the progress of the actions (In Progress, Discontinued or Completed) during progress updates.
- Goal Summaries and Program Summaries are written quarterly by the Senior Leadership Team members based on the updates provided by staff.
- Similar to the aggregated status and progress chart at the beginning of this report, the progress of each individual goal is also provided.

The format of this report will be adjusted in Q1 2019 to reflect the structure of the new 2019 – 2021 Strategic Plan.

Footnote 1: Envisio is a proprietary application used by Engineers Canada to track progress against its Strategic and Annual Operating Plans (AOP)

Support the implementation to the governance model and policies

There is clarity and alignment on the fundamentals of governance and broad acceptance by the regulators and Board of the governance process.



Summary

Goal Summary

The Goal was successfully achieved in 2018.

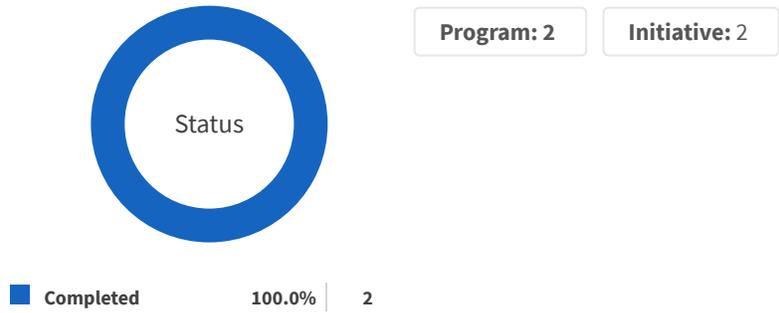
Program 1.1: Support the development of a review and clarifications of fundamental Board responsibilities

Initiative was completed, on-time, with quality, and within approved budget.

Note: Consultations originally planned in Q4 have been deferred to Q1 2019.

Develop and implement a consultation program that ensures direction from the regulators is heard and acted upon

Regulators report consistency and usefulness in the consultation process and they feel their views/requirements are heard and responded to. There is broad acceptance by regulators and directors that the process used by the Board, its committees, and Engineers Canada to engage regulators and the CEO Group is efficient and effective.



Summary

Goal Summary

The Goal was successfully achieved in 2018

Program 2.1: Support the development of a new process for consultation on strategy and operations

Initiative is completed on time and within budget. There is some impact on quality due to a rushed completion.

Plans for training all staff will be completed in 2019 when the operationalization of this work package will take place. Updates to supporting documents (policies, job descriptions) will also be deferred to 2019 as the initial scope of this work stream changed over the course of the year. This will also be the case for the implementation of any new technology and tools needed as a result of a new consultation process.

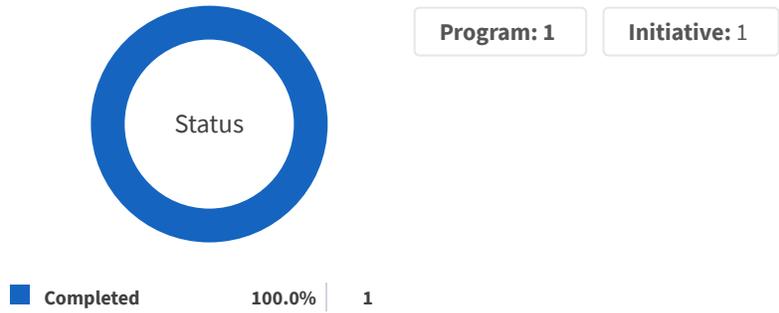
Program 2.2: Organize and participate in consultations regarding governance enhancements and the Board Strategic Plan

The program is on track, with a new schedule for consultations.

Governance 2.0 consultations will take place in 2019, but all materials will be prepared in 2018.

Facilitate the initiation and development of the 2019-2021 Board Strategic Plan and a repeatable strategic planning process

There is year-over-year consistency in the direction provided to Engineers Canada by the Board, with shifts only on an exceptional basis. Broad acceptance by regulators and directors that the Board is providing relevant and timely mid-to long-term direction to Engineers Canada. An effective process for measuring progress towards achieving the strategic directions set by the Board is in place.



Summary

Goal Summary

The Goal was successfully achieved in 2018

Program 3.1: Support the development of the 2019-2021 Board Strategic Plan

Initiative is completed for 2018, although the scope changed over the course of the year.

A finalized strategic planning process is set to be delivered by CT Labs by December 31, 2018 on time and within budget. The Governance Committee may wish to work on further improvements in 2019.

The final process will be presented to the Board for approval (as a policy) at the May 2019 Board Meeting as opposed to the December 2018 Board meeting. The complete documentation of the process will also be presented, for information.

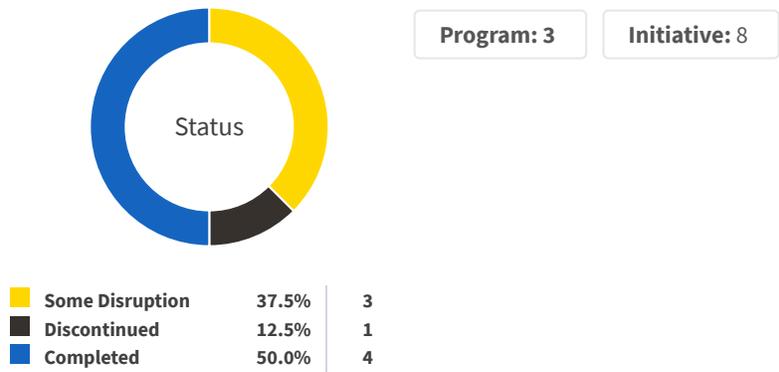
Process for EC annual operating planning and budgeting implemented and finalized in 2018.

Process for annual committee work plans implemented in Q3 2018.

Process for performance measurement and scorecards also finalized and implemented at the September 2018 meeting.

Support the Accreditation Board and its work plan

The Accreditation Board has the support and expertise required to fulfill all Board requirements including conducting accreditation visits and substantial equivalency reviews; monitoring and improving accreditation criteria and procedures; mentoring Washington Accord partners; receiving and participating in Washington Accord monitoring visits; maintaining strong stakeholder relationships and communications; and participating in conferences and meetings to stay abreast with changes and improvements in engineering education.



Summary

Goal Summary

The Goal has for the most part been accomplished in 2018 with the exception of the Learning Unit (LU) pilot which will be carried forward to 2019.

Program 4.1: Support the Accreditation Board and its committees and task forces

The AU Task Force experienced delays and has not progressed since the completion of the original consultation. The planned pilot project to test the LU is at risk, and work is carried forward to 2019.

Support for all other CEAB committees, and for the CEAB itself, is completed as scheduled.

Program 4.2: Organize and execute accreditation visits

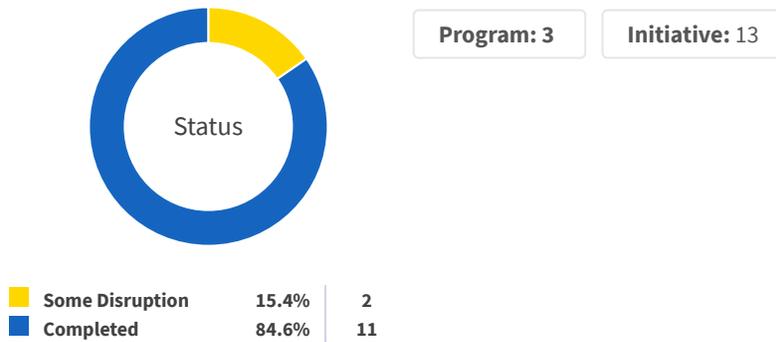
The program is completed for 2018. All visits are done.

Program 4.3: Accreditation Improvement Program

The program is generally on track with respect to schedule, scope and budget. The ongoing resource challenges between the needs of the program and the requirement to complete day-to-day activities are being actively and effectively managed by the project team.

Support the Qualifications Board and its work plan

The Qualifications Board has the support and expertise required to fulfill all Board requirements as per their terms of reference.



Summary

Goal Summary

The Goal has for the most part been achieved in 2018 with the exception of one item in the QB Workplan (the Model Guide on Use of Syllabi) which will be completed in 2019.

Program 5.1: Support Qualifications Board and its committees and task forces

The support to the CEQB and its committees, as well as the delivery of all work products, has been completed on time and on schedule.

The IIDD Improvement Project, originally conceived as a project of the CEQB's Admission Issues Committee, is delayed. The initial planning is behind schedule, and the project is on hold. The immediate future of the project will be determined at the December 10, 2018 Board meeting.

Program 5.2: Deliver the Qualifications Board's 2017-2019 work plan

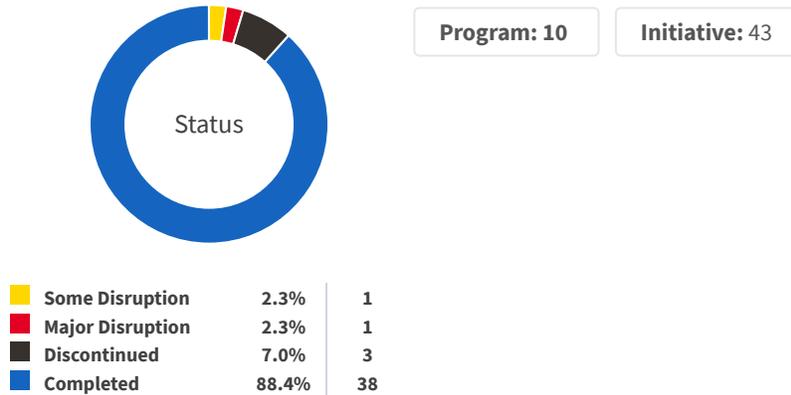
Most of the QB's work plan was delivered on time and on budget. Only the Model Guide on Use of Syllabi is behind schedule, due to more extensive consultation with the regulators than was originally foreseen. The Model Guide will be completed in 2019.

Program 5.3: Continue to improve the consultation process

The program has been completed on-time and on-budget with new improvements to the consultation program captured in Board Policy 9.2

Deliver national programs in support of regulation and of the engineering profession

Engineers Canada provides national support and national leadership to the engineering profession on behalf of its regulators, so as to promote and maintain the interests, honour, and integrity of the Canadian engineering profession both in Canada and internationally.



Summary

Goal Summary

The Goal was for the most part achieved in 2018 with two exceptions (*Program 6.4: Identify emerging areas of engineering practice* and the sixth charge of the Globalization Committee) both of which will be addressed in 2019.

Program 6.1: Support the officials groups and respond to regulator requests

The program is complete and all work is done.

Program 6.2: Develop national positions to add to the Framework for Regulation as requested

The work is completed, based on requests received from the regulators. All Framework for Regulation content was moved to the members-only side of the website. The "Classes of Licensure" element was completed and posted there.

Program 6.3: Facilitate mobility and foreign credential recognition (NMDB, CBA, Roadmap, IIDD, mobility agreements and register)

All initiatives are complete except for work on the NMDB. The program is on budget, and all deliverables met established scope and quality targets.

Updating the documentation will carry forward and be completed in Q1 2019. The conversation about alternatives to the NMDB has been initiated with the NAOG and will also continue into 2019 (as part of the NAOG work plan). Timeline for completion is unknown as developing consensus on a viable alternative is the main hurdle.

Program 6.4: Identify emerging areas of engineering practice

This work was not completed in 2019, due to resources only being assigned in Q4. The initiative will be addressed in 2019.

Program 6.5: Conduct research regarding the engineering profession

This program has been completed.

Program 6.6: Investigate globalization and maintain international relationships

The Globalization Committee has completed five of its six original charges. Work on the sixth charge will be undertaken as an initiative under the 2019 AOP.

Program 6.7: Federal government relations

This program has been completed.

Program 6.8: Diversity and promotion

The program has been completed.

Program 6.9: Deliver PIEVC to support public policy work and the practice of Engineering in Canada and Internationally

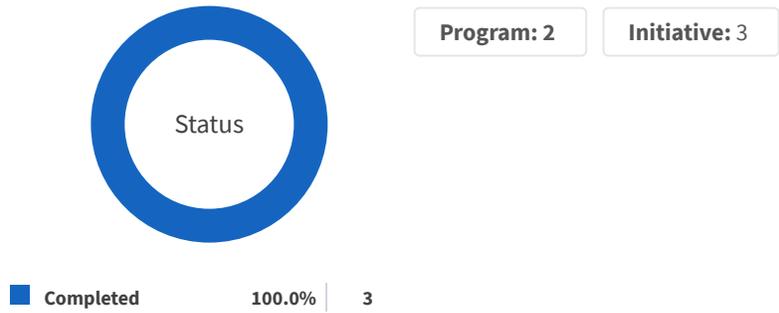
The 2018 components of this program are complete.

Program 6.10: Trademark protection

The 2018 components of this program are complete.

Develop and publish annual operational plan and budget

Engineers Canada applies a repeatable and continuously improved process for the development of an AOP and budget. The AOP defines and consistently delivers results against the goals defined in the Board Strategic Plan.



Summary

Goal Summary

The Goal was successfully achieved in 2018

Program 7.1: Maintain and improve the planning process cycle

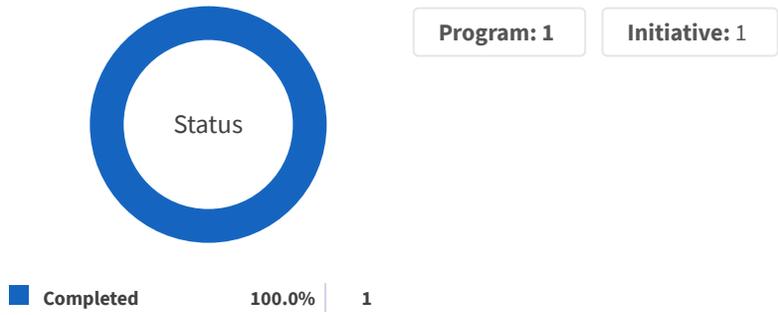
All activities and deliverables within the program have been successfully completed.

Program 7.2: Implement new budgeting and monitoring software

Plan guru is fully implemented.

Develop progress reporting mechanisms

Relevant, timely and effective management information is available to the Board and all levels of Engineers Canada management



Summary

Goal Summary

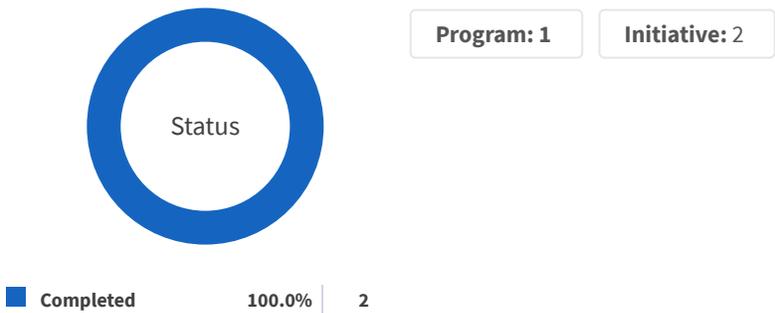
The Goal was successfully achieved in 2018.

Program 8.1: Maintain and improve use of Envisio for developing and monitoring the AOP

All activities and deliverables within the program have been successfully completed.

Support the on-boarding of the new CEO

The new CEO is educated and informed on the goals, plans, and operations of Engineers Canada using a documented, logical, and systematic approach.



Summary

Goal Summary

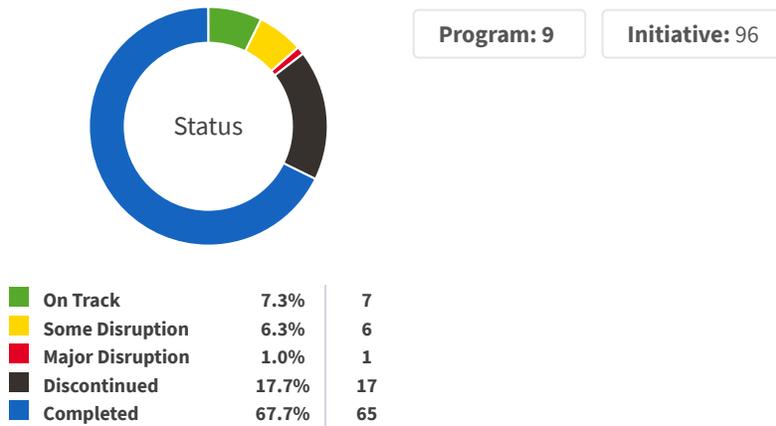
The Goal was successfully achieved in 2018.

Program 9.1: Maintain and improve commitment to the Excellence, Innovation and Wellness Standard

All activities and deliverables within the program have been successfully completed.

Provide internal support required for ongoing operations

Engineers Canada applies a systematic approach to the active management and continuous improvement to its key business processes and operations.



Summary

Goal Summary

The Goal was for the most part achieved in 2018 with the exception of some work elements in *Program 10.5: Maintain and improve human resources practices, Program 10.7: Maintain and improve operational policies and processes and Program 10.9: The Space Program*. In all cases, these work elements have been rescheduled or will continue in 2019.

Program 10.1: Manage and grow affinity programs

This program has been completed.

Program 10.2: Provide communications support to all work

This program has been completed.

Program 10.3: Provide program, project, change and process management support to all work

All activities and deliverables within the program have been successfully completed.

Program 10.4: Provide IT and facilities support for all work

All activities and deliverables within the program have been successfully completed.

Program 10.5: Maintain and improve human resources practices

All initiatives for Q2 were successfully completed with the exception of elements of the Volunteer Management plan and Rewards and Recognition. These initiatives will be re-scheduled for 2019.

Program 10.6: Maintain and improve financial practices Engineers Canada

Review of internal controls moved to 2019. New accounting system implementation in progress. Implementation planned for early 2019

Program 10.7: Maintain and improve operational policies and processes

All activities and deliverables within the program have been successfully completed although continued focus for improvement is being explicitly planned for 2019 in the following areas:

- Major meeting planning process - change management within the process to ensure that process improvements are properly measured and validated after implementation.
- Vendor management process - improved rigour in the management of the relationship with eSolutions

Program 10.8: Support and Enable Board Work Engineers Canada

The program has been completed and all initiatives were done.

Program 10.9: The Space Program - Ensure the security, availability, accuracy and integrity of Engineers Canada's corporate information while improving the effectiveness and sustainability of its underlying IT infrastructure

The Space Program is generally on track with regard to schedule, scope and budget. Email and SharePoint have been successfully migrated to a cloud-based environment. Change management activities and adoption of new tools continues to go well.

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**UNAPPROVED MINUTES OF THE
191st ENGINEERS CANADA BOARD MEETING
September 26, 2018
Fairmont Chateau Laurier, Ballroom
Ottawa, ON**

The following directors were in attendance

A. Bergeron, President (Chair), PEO
R. Kinghorn, Past-President, Engineers & Geoscientists BC
D. Lynch, President-Elect, APEGA
C. Bellini, PEO
J. Boudreau, Engineers & Geoscientists New Brunswick
D. Brown, PEO
J. Card, PEGNL
L. Champagne, OIQ
D. Chui, PEO
S. Devereaux, Engineers Nova Scotia
L. Doig, APEGA
J. Dunn, Engineers PEI
G. Faulkner, APEGA
D. Gelowitz, APEGS
J. Holm, Engineers & Geoscientists BC
C. Lamothe, OIQ
D. Nedohin-Macek, Engineers Geoscientists Manitoba
C. Parenteau, APEGA

The following directors sent regrets

K. Baig, OIQ
T. Brookes, NAPEG
S. Gwozdz, OIQ
R. Shreewastav, PEO
R. Trimble, Engineers Yukon

The following advisor was in attendance

A. English, CEO & Registrar, Engineers & Geoscientists BC

The following direct reports to the Board were in attendance

G. McDonald, CEO
L. Benedicenti, Chair, CEAB
R. LeBlanc, Chair, CEQB
S. Price, Executive Vice President Regulatory Affairs & Secretary to the Board

The following observers were in attendance

C. Andrewes, President, Engineers & Geoscientists BC
J. Collins, President, Engineers PEI
K. Costello, President, NAPEG
J. Epp, President, Engineers Geoscientists Manitoba
L. Golding, Executive Director & Registrar, NAPEG
S. Holmes, President, APEGS
K. King, Executive Director, Engineers Yukon
G. Koropatnick, CEO & Registrar, Engineers Geoscientists Manitoba
Z. Kripki, President, CFES
J. Landrigan, Executive Director & Registrar, Engineers PEI
B. McDonald, Executive Director & Registrar, APEGS
A. McLeod, CEO, Engineers & Geoscientists New Brunswick
M. Miles, President, Engineers Nova Scotia
J. Perron, President, Engineers Yukon
C. Roney, former President, Chair, Nominations Task Force
D. Spracklin-Reid, Chair, PEGNL
J. Underhill, President, Engineers & Geoscientists New Brunswick

The following staff were in attendance

C. Brown, Vice President, Operations
J. Southwood, Vice President, Corporate Affairs and Strategic Partnerships
J. Monterrosa, Controller
A. Rangi, Interim Legal Counsel
L. Villeneuve, Manager, Accreditation
M. Ouellette, Manager, Qualifications
B. Gibson, Manager, Communications
C. Polyzou, Interim Manager, Diversity and Outreach
L. Scott, Manager, Member Services
J. Taylor, Manager, Public Affairs
H. Anderson, Interim Governance Administrator
S. Bourgon, Executive Assistant to the President
D. Smith, Executive Assistant
L. Tremblay, Meeting and Event Planner

1. OPENING

1.1 CALL TO ORDER AND APPROVAL OF AGENDA

The President called the meeting to order at 8:30 am and welcomed the participants. Everyone was invited to introduce themselves.

The agenda was modified to include item 10, an in-camera session at the end of the meeting. Item 4.2, "New policies for the Board manual", was moved to the end of section 4.

5710

Moved C. Parenteau, seconded D. Gelowitz

THAT the modified agenda be approved and the President be authorized to change the order of discussion.

Carried

1.2 DECLARATION OF CONFLICT OF INTEREST

No conflicts were declared.

A. Bergeron reviewed the meeting rules and ensured consensus in implementation:

The following meeting rules are proposed to ensure fairness, efficiency and effectiveness of the meeting:

1. No one is to speak for more than two minutes.
2. No one gets to speak a second time until everyone has had a chance to speak for a first time.
3. There is a limit of two chances to speak for any motion.
4. Restating or reiterating a point that has already been made is not permitted.

2. EXECUTIVE REPORTS TO THE BOARD

2.1 PRESIDENT'S REPORT TO THE BOARD

A. Bergeron noted that her report was included in the agenda book. There being no questions, the report was accepted as written.

2.2 CEO'S REPORT TO THE BOARD

The CEO's report was included in the agenda book. G. McDonald provided a verbal update on GSPC spending. Budgeted amounts for the project were: \$391,000 for 2017, \$699,000 for 2018, and \$275,500 for 2019, totaling \$1.367 million. The actual spend for 2017 was \$372,000. 2018 is forecast to be \$630,000, and 2019 will be \$89,144, for a three-year total of \$1.092 million. The report was accepted as written.

2.3 CEO GROUP REPORT TO THE BOARD

The Group met on Monday afternoon and Tuesday morning with representation from every province except Quebec and Ontario; Alberta joined by phone. Main topics of discussion included Indigenous peoples' participation in engineering, a review of the QB workplan and work to date on the CEAB's accountability and accreditation improvement projects. Officials groups' reports were received, and changes were made to some of their terms of reference. The budget was reviewed for information. Concerns regarding Affinity funding issues were

discussed; the Affinity advisory committee would be happy to provide options and ideas to the Board for consideration. The Group does not feel it is worth pursuing the QB white paper on the evolution of assessment of applicants for licensure. Support was given for the new aeronautical engineering and aerospace engineering syllabus. National officials groups are in agreement on both positions. The Group supports the proposal to separate PEO and OIQ from the balance of regulators during the Governance 2.0 consultations.

2.4 PRESIDENTS' GROUP REPORT TO THE BOARD

The Presidents' Group met on Tuesday afternoon. This was their first meeting without staff support. Continuity among the participants was noted as an issue, as always, given that the membership changes by approximately one third at each meeting. Some feel the group is marginalized as they don't have an official role at Board meetings. Interest was expressed to add professional development at each meeting. Concerns were expressed regarding privacy in sharing membership lists for the Affinity program. The Group is looking forward to upcoming GSPC consultations on Governance 2.0. Discussion took place on the perceived conflict of interest regarding presidents who also serve as Board members. While legal counsel confirmed that this is not an issue, the group would like to change the policy or by-law to disallow anyone serving in both roles. Presidents will discuss the matter with their councils and with Engineers Canada staff and will bring a document for consideration to the February meeting. 30 by 30 was discussed and each regulator shared what is happening in their jurisdiction. There is interest around the table in having Engineers Canada lead some national initiatives. An update was provided on the professional reliance situation in BC. Some regulators have been approached by their provincial fairness commissioners regarding the requirement for one-year of Canadian experience and four years of required experience for immigrants. This was J. Underhill's last meeting. K. Costello will chair the next meeting.

3. CONSENT AGENDA

5711 **Moved R. Kinghorn, seconded L. Doig**
THAT the consent agenda items 3.1, 3.2, and 3.3 be approved.
Carried

4. BOARD BUSINESS/REQUIRED DECISIONS

4.1 2019 ANNUAL OPERATION PLAN AND BUDGET

It was noted that this is a transition year for the budget process, resulting in a lengthy document. The budget is presented in two formats: the one used in previous years and then in a new format which aligns it with the portfolios defined in the new strategic plan. An operational deficit of \$1.7M is currently projected for the coming year. A list of considerations has been created whereby savings may be achieved. Opportunities for deferral were presented to and ranked by the Finance committee at its August meeting. The chair opened the floor for questions and comments were received and addressed. The presented deferral opportunities still leave a \$600K deficit. The Board requested staff to identify ongoing vs one-time costs and to find an additional \$250K in deferral opportunities. The desire is to have a non-material deficit for 2019.

4.2 ACCREDITATION CRITERIA

Universities are encouraged to include language courses in their complementary studies. Regulator feedback to this criteria change has been positive.

- 5712** **Moved D. Brown, seconded J. Holm**
THAT the Board approve changes to criteria 3.4.5 and the deletion of criteria 3.4.5.2, as recommended by the Accreditation Board.
Carried

4.3 NOMINATIONS TASK FORCE FINAL RECOMMENDATIONS

An overview of the report was provided. Former Board president, and Nominations Task Force Chair, C. Roney was in attendance and responded to questions and concerns regarding the 18 recommendations made in the final report. The CEQB and CEAB both met last week and provided additional comments by letter. The issues raised in both letters had also been raised during the original consultation process.

It was noted that under Recommendations 6 and 8 that we have historically carried forward our geographic regions. It was suggested that the Governance committee consider grouping Yukon, the Northwest Territories and Nunavut together to ensure each board has a representative to guarantee a voice from the north. The number of at-large members could be reduced from six to five to accommodate this change.

The motion was amended to include the wording *1 through 18*. This was removed in advance of the question being called.

- 5713** **Moved C. Parenteau, seconded J. Dunn**
THAT the Board approve the recommendations of the Nominations Task Force and direct the Governance Committee to modify the affected policies.
Carried

Moved by J. Holm, seconded D. Brown
THAT the motion be amended to include recommendations 1, 2, 4, and 6 to 18 only.
Failed

4.4 APPOINTMENT OF SECRETARY

- 5714** **Moved R. Kinghorn, seconded S. Devereaux**
THAT the Board appoint Stephanie Price, Executive Vice-President, Regulatory Affairs as Secretary to the Board of Engineers Canada.
Carried

4.5 OBJECTIVES FOR THE CHIEF EXECUTIVE OFFICER - 2018

It was noted that these objectives are for the year 2018 and many have been completed. The 2019 objectives will be brought to the February meeting for approval and will be based on the strategic and operational plans.

- 5715** **Moved R. Kinghorn, seconded J. Card**
THAT the Board of Directors approve the 2018 Objectives for the Chief Executive Officer.
Carried

4.6 NEW POLICIES FOR BOARD POLICY MANUAL

The need for Policy 6.11 (terms of reference for the Funding Task Force) to be included in the manual was queried, as the task force will only exist for a limited time. The Governance committee considered this and going forward will develop a policy to indicate that every task force must have terms of reference, but that they will not be included in the Board policy manual.

5716

Moved R. Kinghorn, seconded C. Lamothe

THAT the Engineers Canada Board approve the following policies:

- a) Policy 4 Role of the Board***
 - b) Policy 4.2 Board responsibilities***
 - c) Policy 4.3 Code of conduct***
 - d) Policy 4.7 Monitoring of CEO***
 - e) Policy 4.8 Board competency profile***
 - f) Policy 6.6 Executive committee nomination and elections process***
 - g) Policy 6.11 Funding Task Force terms of reference***
 - h) Policy 7.8 Rules of order***
 - i) Policy 7.9 Process for in-camera meetings***
 - j) Policy 7.10 Whistleblower policy and procedure***
 - k) Policy 8.1 Emerging disciplines***
 - l) Policy 8.2 Diversity and inclusion***
 - m) Policies 9.1 and 9.2 Board approved documents***
 - n) Section 2 Definitions***
 - o) Table of contents***
- Carried***

4.7 ADDITIONAL BUSINESS (IF ANY)

None

5. IN-CAMERA SESSION

5717

Moved R. Kinghorn, seconded S. Devereaux

THAT the meeting move in-camera and be closed to the public at the recommendation of the Executive Committee. The attendees at the in-camera session shall include Board members, regulator staff, the regulator Presidents or their delegates and Engineers Canada staff.

Carried

6. REPORTS TO THE BOARD

6.1 FUNDING TASK FORCE UPDATE

An overview was provided of the task force's work to date. The task force is open to receiving input from the Board on its work.

The task force has looked at the funding models of organizations similar to our own that might suggest other sustainable funding in the long term, aside from Affinity. A survey was developed and distributed but with no feedback received.

The task force has not studied the potential for declining revenues with TD. It was requested that they consider this possibility.

There are two ways to look at funding; increasing revenues and decreasing costs. It was suggested that the task force investigate opportunities within the travel industry to lower expenses and possibly provide revenues.

The funding issue was discussed during the CEO Group's meeting, in terms of the amount charged for membership fees.

The task force has not yet discussed consultation extensively, however it is agreed that they need to hear from the regulators on this matter.

The split and managed options make assumptions regarding increased membership.

A sensitivity analysis would be helpful in the final report.

6.2 ACCREDITATION BOARD

a) Accreditation Board update

L. Benedicenti thanked all of the Board members who have participated as observers in site visits and at CEAB meetings and welcomed others to do so.

At the CEO meeting, strategic priority 2 (accountability) was discussed. The task force that will take care of this has altered its terms to have one regulator as a full voting member. The work is on track.

b) Report of the AU Task Force consultation

Next steps for the task force are to prepare to test the learning units with six institutions that have expressed interest in the pilot.

6.3 QUALIFICATIONS BOARD

a) Qualifications Board update

R. LeBlanc provided an update on the work of the QB, including items a, b, and c in his remarks.

Clairification was provided on the evolution of assessment of applicants. The work has looked at ways to have the CEAB and non-CEAB streams better aligned. When accreditation was created in 1965, most graduates were Canadian. The non-CEAB graduate process has evolved slowly over time and currently, some jurisdictions have more non-CEAB applicants than CEAB.

It was confirmed that the CEQB work plan has a schedule in place and that an outline of the resource requirement is under development. They do not expect to need additional volunteers.

The final work plan coming to the Board for approval in December, as is the budget.

Need to be conscious in dealing with these items as one affects the other.

b) Status update

No additional comments.

c) Proposed draft 2019-2021 work plan

No additional comments.

6.4 AUDIT COMMITTEE

The committee held its first meeting on Tuesday. R. Clayton from KPMG gave a presentation describing the role and responsibilities of the committee. The committee usually meets twice yearly (September and March) but may hold a third meeting, in December 2018, to ensure all is in order with the changeover to the new accounting software system.

6.5 COMPENSATION COMMITTEE

The committee met on Tuesday to plan the 360 review of the CEO. In 2019, this will include directors, CEOs and direct reports; 16 people in total. A more comprehensive review will be done every third year.

6.6 EXECUTIVE COMMITTEE

The report was accepted as written.

6.7 FINANCE COMMITTEE

The committee has been engaged in reviewing the draft budget and will meet on October 12th to review changes to the document. They will also meet to review the terms of reference and work plan for the committee.

6.8 GOVERNANCE COMMITTEE

The committee will be meeting twice this fall to review new and existing policies and to incorporate work stemming from the Nominations Task Force recommendations.

6.9 NOMINATIONS TASK FORCE

As the recommendations were accepted, it was decided that the task force be stood down.

5718

Moved C. Parenteau, seconded D. Brown

THAT as the work of the Nominations Task Force is complete that they be stood down, with thanks.

Carried

6.10 RISK REGISTER

Two Board risks have decreased (vision or strategy and succession planning). Five Organizational risks have changed. Two have been added (38 and 39) regarding divestiture of PIEVC and IRP. Financial risk is captured in number 19.

Concern was expressed that membership will decrease in the long term, which will have a negative financial impact. As Engineers Canada does not have access to this data, it would have to be provided by the regulators.

It was suggested that the tables be sorted by severity level rather than number.

A typo was noted on page 309 – IRP is indicated as 35 but is represented as 39 on the graph. Additionally, 34 appears erroneously on the Organizational risks map; it is a Board risk.

6.11 AFFINITY PROGRAMS

A general update on the program was provided. TD contributes 2.6% of total written values, which is shared with the seven participating regulators (51% to regulators/49% to Engineers Canada). Five of the seven regulators have signed the new agreements.

6.12 a) PIEVC divestiture, and b) IRP divestiture

The plans are presented in the briefing note. Some expressions of interest have been received. The Board will be kept apprised of any developments.

7. UPDATES FROM STAKEHOLDERS

7.1 Canadian Federation of Engineering Students

Z. Kripki highlighted some of the work undertaken by the CFES. Student mental health issues continue to be a priority. An MOU is under development with Engineers Canada to codify the relationship moving forward.

8. IN-CAMERA SESSION

5719 Moved R. Kinghorn, seconded J. Holm
THAT the meeting move in-camera and be closed to the public at the recommendation of the Executive Committee. The attendees at the in-camera session shall include Board members, regulator staff, the regulator Presidents or their delegates and Engineers Canada staff.
Carried

9. GREETINGS FROM THE HONG KONG INSTITUTION OF ENGINEERS (HKIE)

9.1 Update on HKIE activities

The president welcomed Ir Peter Wong, Ir Dr. Philco Wong, Ir Ringo Yu, Monica Yuen to the meeting. Mr. Wong addressed the meeting, noting the reciprocal agreement between Canada and Hong Kong, and then discussing some of the challenges and opportunities currently affecting the HKIE. The delegates then entertained questions from the meeting participants.

10. NEXT MEETINGS

- December 10, 2018 – teleconference (may be held in-person, in Ottawa)
- February 27-March 1, 2019 (Ottawa, ON) note: change in meeting days and venue
- April 16, 2019 – teleconference
- May 23-25, 2019 (Quebec City, QC)
- June 23-25, 2019 (tentative) Retreat, Whitehorse, YK

11. IN-CAMERA SESSION

5720 Moved L. Doig, seconded J. Holm
THAT the meeting move in-camera and be closed to the public for the purposes of discussing personal matters about an identifiable individual, labour relations or employee negotiations, litigation or potential litigation, and that the permitted participants shall be the Directors of Engineers Canada.

12. CLOSING

All items on the agenda were completed, therefore the Chair declared the meeting adjourned at 4:35 pm.

Minutes prepared by H. Anderson for:

Annette Bergeron, FEC, P.Eng.
President

Stephanie Price, P.Eng., CAE
Secretary to the Board

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**UNAPPROVED MINUTES OF THE
192nd ENGINEERS CANADA BOARD MEETING
December 10, 2018
Residence Inn by Marriott, Ottawa Downtown
Sir Guy Carleton Room
Ottawa, ON**

The following directors were in attendance

- A. Bergeron, President (Chair), PEO
- R. Kinghorn, Past-President, Engineers & Geoscientists BC
- D. Lynch, President-Elect, APEGA
- K. Baig, OIQ
- C. Bellini, PEO
- J. Boudreau, Engineers & Geoscientists New Brunswick
- T. Brookes, NAPEG (on-line)
- D. Brown, PEO
- J. Card, PEGNL
- L. Champagne, OIQ
- D. Chui, PEO
- S. Devereaux, Engineers Nova Scotia
- 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 Manitoba
- C. Parenteau, APEGA
- R. Shreewastav, PEO

The following directors sent regrets

- R. Trimble, Engineers Yukon

The following advisor was in attendance

- A. English, CEO & Registrar, Engineers & Geoscientists BC

The following direct reports to the Board were in attendance

- G. McDonald, CEO
- R. LeBlanc, Chair, CEQB (on-line)
- W. MacQuarrie, Past-Chair, CEAB
- S. Price, Executive Vice President Regulatory Affairs & Secretary to the Board

The following observers were on-line

- C. Dixon, Engineers Yukon
- S. Dupuis, Vice-President, Engineers & Geoscientists New Brunswick
- Z. Kripki, President, CFES
- J. Landrigan, Executive Director & Registrar, Engineers PEI
- A. McLeod, CEO, Engineers & Geoscientists New Brunswick
- M. Oliver, Deputy Registrar & Chief Regulatory Officer, APEGA
- K. Tarnai-Lokhorst, President, Engineers & Geoscientists BC
- J. Underhill, President, Engineers & Geoscientists New Brunswick
- L. White, CEO, Engineers Nova Scotia

The following staff were in attendance

- C. Brown, Vice President, Operations
- J. Southwood, Vice President, Corporate Affairs and Strategic Partnerships
- J. Monterrosa, Controller
- T. Pope, Director, Human Resources
- L. Villeneuve, Manager, Accreditation
- M. Ouellette, Manager, Qualifications
- W. Guy, Governance Administrator
- H. Anderson, Interim Governance Administrator
- D. Smith, Executive Assistant
- L. Tremblay, Meeting and Event Planner

1. OPENING

1.1 CALL TO ORDER AND APPROVAL OF AGENDA

The President called the meeting to order at 10:00 am and welcomed the participants.

The agenda was modified to move item 6, approval of the budget up in the agenda to before item 2, and add Other Business after item 7, before the in-camera session.

5721 Moved J. Card, seconded L. Doig
THAT the modified agenda be approved and the President be authorized to change the order of discussion.
Carried

2. APPROVAL OF ACCREDITATION BOARD NOMINATIONS

2.1 Moved G. Faulkner, seconded D. Nedohin-Macek

THAT the Board approve the appointment of Ramesh Subramanian, new member representing Ontario, for a three-year appointment for the term December 10, 2018 to June 30, 2021.
Amended

5722 ***Amendment***
THAT the Board approve the appointment of Ramesh Subramanian, new member representing Ontario, for a three-year appointment for the term December 10, 2018 to June 30, 2021 per recommendation of the CEAB Nominations Committee.
Carried

5723 Moved G. Faulkner, seconded J. Holm

2.2 ***THAT the Board approve the extension of the current one (1) year terms of the Accreditation Board Vice-Chair, Chair and Past-Chair by an additional one (1) year, so that each of the terms that are currently approved to end on June 30, 2019 will instead end on June 30, 2020:***

- a) Bob Dony as Vice-Chair for the period July 1, 2019 to June 30, 2020***
- b) Luigi Benedicenti as Chair for the period July 1, 2019 to June 30, 2020***
- c) Wayne MacQuarrie as Past-Chair for the period July 1, 2019 to June 30, 2020***

Carried

In the absence of questions for W. MacQuarrie, he was asked to leave the room as he was part of the motion being considered.

A lengthy discussion occurred as this motion is not within the recommendations of the Nominations Task Force, but the recommendations have not yet been approved as a policy. It was noted that the task force recommendations were put forward in the past year, and the CEAB and the CEQB need time to transition. The ask for an extension of term would be an exception and not the way of doing business going forward. The CEAB

is working to mitigate this concern in the future, and taking steps to implement succession based on the recommendations of the Nominations Task Force.

D. Brown commented that a good discussion had occurred but he would like to call the motion to question, clarifying that parts a, b, c were moved.

3. APPROVAL OF QUALIFICATIONS BOARD NOMINATIONS

5724

Moved D. Lynch, seconded L. Doig

THAT the Board approve the extension of the current one (1) year terms of the Qualifications Board Vice-Chair, Chair and Past-Chair by an additional one (1) year, so that each of the terms that are currently approved to end on June 30, 2019 will instead end on June 30, 2020:

a) Mahmoud Mahmoud as Vice-Chair for the period July 1, 2019 to June 30, 2020

b) Ron LeBlanc as Chair for the period July 1, 2019 to June 30, 2020

c) Dennis Peters as Past-Chair for the period July 1, 2019 to June 30, 2020

As per the recommendation of the CEQB

Carried

D. Lynch provided a background on the transition the CEQB has been going through over the past year, including the length of service of the people being put forward. In order not to violate Nominations Task Force recommendations, appointments must happen in third year. For the current year, there is limited candidates, but there will be a greater pool to choose from in the future. This is a one time event.

In the absence of questions for R. LeBlanc, he was asked to sign off the webinar as he was part of the motion being considered.

A robust discussion surrounding the Nominations Task Force recommendations continued, and the implementation of term limits is supported, but it must be accompanied by succession planning.

It has been noted that succession planning must be part of the policy.

4. APPROVAL OF THE QUALIFICATIONS BOARD DOCUMENT

5725

Moved D. Lynch, seconded J. Card

THAT the Board approve the White Paper on Qualified Persons to be posted on the public side of Engineers Canada's website.

Carried

R. Leblanc highlighted that this item has been consulted on across the country, and that it would be made known to all regulators that this is public and it is a tool available to them to use.

5. APPROVAL OF THE 2019-2021 QUALIFICATIONS BOARD WORK PLAN

5726 **Moved J. Card, seconded D. Gelowitz**
THAT the Board approve the Qualification Board's 2019-2021 work plan.
Carried

6. APPROVAL OF THE 2019 BUDGET

R. Shreewatsav, as Chair of the Finance Committee introduced the budget document and provided background information on how the budget came to be as it is presented.

Before the motion was moved the President noted that the motion would be voted on in three parts: a, b, c and require a two-thirds majority to be carried.

5727 **Moved R. Shreewatsav, seconded J. Bourdreau**
a) THAT the 2019 operational budget of \$10.3 million in revenue and \$11.3 million in expenses be approved.
Carried with two-thirds majority

A discussion surrounding the reduction of officials groups meetings occurred and it was agreed that the in person meetings removed from the budget as presented be put back in. Because there is an equivalent surplus, no amendment to the motion was needed.

The Finance Committee has been tasked with providing a three year pro forma on revenues and expenses with next year's budget approval.

The IIDD program was discussed to see if there were any opportunities for cost savings, and it was determined that a long term strategy for the program should be provided in one year.

5728 **Moved R. Shreewastav, seconded J. Card**
b) THAT the 2019 capital budget of \$47,500 be approved.
Carried with two-thirds majority

It was noted that capital should be included in the three year pro forma statement produced by the Finance Committee.

5729 **Moved R. Shreewastav, seconded L. Doig**
c) THAT the CEO be directed to use \$529,840 from reserve funds for the Accreditation Improvements Program, the Space Program and the Governance, Strategic Planning, and Consultation project
Carried with two-thirds majority

7. FUNDING TASK FORCE

5730 **Moved D. Gelowitz, seconded R. Kinghorn**
THAT the Funding Task Force receive an extension to provide an analysis of the impacts of the current and alternative funding models by March 1, 2019, and a recommendation by May 24, 2019.
Carried

D. Gelowitz provided an update on the current work of the Funding Task Force, and that a model has been decided on for consultation. There will be draft report for discussion at the March 1 Board meeting.

8. OTHER BUSINESS

G. McDonald provided an update on the Awards program, noting that the work is in hand. A. Bergeron and G. McDonald attended ABET, where the awards were presented differently, with food stations rather than being seated at one table for the duration of the evening. If no board members are opposed, this format will be considered for the upcoming event.

Board members were asked if any of them would like headsets to participate in Engineers Canada webinars, and if so to let Stephanie Price know.

9. IN-CAMERA SESSION

5731

Moved D. Lynch, seconded C. Parenteau

THAT the meeting move in-camera and be closed to the public at the recommendation of the Executive Committee. The attendees at the in-camera session shall include Board members, regulator staff, the regulator Presidents or their delegates and Engineers Canada staff.
Carried

6. NEXT MEETINGS

- February 27-March 1, 2019 (Ottawa, ON)
- April 16, 2019 – teleconference
- May 23-25, 2019 (Quebec City, QC)
- June 27-28, 2019 Retreat, Whitehorse, YK

7. CLOSING

All items on the agenda were completed, therefore the Chair declared the meeting adjourned at 1:45 pm.

Minutes prepared by W. Guy for:

Annette Bergeron, FEC, P.Eng.
President

Stephanie Price, P.Eng., CAE
Secretary to the Board

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BRIEFING NOTE: For decision

QUALIFICATIONS BOARD DOCUMENTS		3.2a
Purpose:	Solicit approval for the Regulator Guideline on Continuing Professional Development	
Motion(s) to consider:	THAT the Regulator Guideline on Continuing Professional Development be approved for publication on the members-only section of the Engineers Canada website.	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mélanie Ouellette, Manager, Qualifications	
Presented by:	Ron LeBlanc, Chair, Canadian Engineering Qualifications Board	

Problem/issue definition

- In 2016, the Qualifications Board approved a review protocol for guidelines. Under this protocol, guidelines are expected to be reviewed every five years. As the 2004 National Guideline on Continuing Professional Development and Continuing Competence for Professional Engineers is over five years old, an automatic review was triggered as part of the 2017-19 QB work plan. The following points are raised for consideration:
 - **Status quo content results from lack of support on previously proposed new continuing professional development program (CPD) model:** Other CPD program models were considered during two national workshops. A new proposed program model was submitted for regulator consultation at the general direction stage, but it did not receive their support. As a result, this guideline codifies existing program elements. When a review is triggered in five years, consideration will be given to new program models.
 - **Most guiding principles reflect current CPD programs across a majority of jurisdictions:** Part of CEQB’s mandate is to foster consistency across jurisdictions. Currently, CPD programs have an important level of similarities across a majority of jurisdictions. As a result, this guideline proposes that similar program elements continue being used/considered and that regulators be encouraged to adopt a single, multi-reporting approach.
 - **The guiding principles that do not necessarily reflect existing requirements were vetted:** New principles, such as the adoption of mandatory CPD programs and annual reporting, did obtain the support of regulators before being included in the proposed guideline.

Proposed action/recommendation

- Given received feedback from regulators, it is recommended that this guideline be published on the members-only page of the Engineers Canada website.

Other options considered:

- Given that this guideline was originally a regulators request and approved by the Engineers Canada Board in the 2017-19 CEQB Work Plan, no other options were considered.

Risks

- Given that the guideline has gone through two national workshops and two consultations, not approving the document could negatively impact relationship with regulators.

Financial implications

- There are no financial implications associated with the approval of this guideline.

Benefits

- Engineering regulators:
 - Have an updated document that they can use to promote adopting similar program requirements, as well as a single-reporting, multi-jurisdictional acceptance approach.
- Engineering profession:
 - A majority of regulators have similar program requirements, which could potentially make it less onerous for them to fulfill their continuing professional development requirements in multiple jurisdictions.

Consultation

- A significant level of consultation was undertaken for this document. All of the documentation related to the following steps is available on the [consultation webpage](#) (log-in required).
 - In summer/fall 2017, two national workshops were held to define core content and assess appetite for new continuing professional development program model.
 - A general direction was released for consultation between February and March 2018. The general direction was also discussed during meetings of the National Practice Officials Group, the National Discipline & Enforcement Officials Group, and the CEO Group. Feedback was compiled, and the Qualifications Board responded to every comment. The summary table was shared with the National Practice Officials Group, the National Discipline & Enforcement Officials Group, the CEO Group, and individual regulators who provided feedback.
 - A draft guideline was released for consultation between April and June 2018. The draft guideline was also discussed during meetings of the National Practice Officials Group and the CEO Group. Feedback was compiled, and the Qualifications Board responded to every comment. The summary table was shared with the National Practice Officials Group, the CEO Group, and individual regulators who provided feedback.

Next steps (if motion approved)

- The guideline will be published on the members-only webpage of the Engineers Canada website.

Appendices

- The guideline is attached.

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Draft regulator guideline on continuing professional development

BACKGROUND

Public interest is best served by competent licence holders that maintain and enhance competence¹ throughout their careers. The engineering profession supports licence holders in achieving this goal by requiring them, through their Codes of Ethics, to “keep themselves informed in order to maintain their competence and strive to advance the body of knowledge within which they practise²” and to provide them with continuing professional development (CPD) programs and activities. CPD programs bring several benefits to:

- **The public:** licence holders are expected to maintain and continuously enhance their knowledge, abilities, and skills throughout their careers within and beyond their areas of practice;
- **Licence holders:** they support the expansion of their breadth and depth of knowledge, and help foster their credibility with the public, employers, and clients; and,
- **Regulators:** they provide a mechanism to reinforce the profession’s expectations and to demonstrate to governments how self-regulation supports public interest.

All engineering regulators have adopted, along with other governance mechanisms and controls, some form of mandatory or voluntary CPD programs. The goal of this guideline is to provide engineering regulators with high-level guiding principles for continuing professional development so that a certain level of harmonization is fostered across jurisdictions. Regulators are encouraged to leverage this consistency to adopt a single-reporting, multi-jurisdictional acceptance approach.

Given that the target audience for this guideline is regulators and includes information that does not pertain to all jurisdictions, the final version of this document will be hosted on the [members-only page](#) of the Engineers Canada website.

GUIDING PRINCIPLES FOR CONTINUING PROFESSIONAL DEVELOPMENT PROGRAMS

The following section recommends guiding principles for regulators’ consideration in managing their continuing professional development programs in their jurisdictions.

1. CPD programs should strike an effective balance between ensuring public confidence and member competence, while not being too onerous for either the regulator or the member.

As highlighted above, CPD programs play a key role in maintaining public and government confidence in self-regulation. They also help support licence holders in meeting their professional and ethical obligations.

¹ “Competence is the ability to act in a safe, effective and ethical manner in a given practice situation at an appropriate level of proficiency”. (Geoscientists Canada: Competency Profile for Professional Geoscientists at Entry to Practice, p. 3, available online: <https://geoscientistscanada.ca/wp-content/uploads/2015/07/Competency-Profile-for-Professional-Geoscientistsat-Entry-to-Practice-Combined-Doc.pdf>)

² Engineers Canada, National Guideline on the Code of Ethics, available online, <https://engineerscanada.ca/publications/national-guideline-on-the-code-of-ethics>

Common objectives and guiding principles that seek an optimized level of prescriptiveness and flexibility are desirable across the country. Careful consideration must be given before creating any additional requirements for licence holders. Best practices to make the process more efficient, such as sharing common resources and adopting software solutions, can help meet these guiding principles.

CPD programs should support licence holders in acquiring a breadth and depth of ongoing knowledge, abilities, and skills. They should allow for enough flexibility to be tailored to licence holders' individual needs, scopes of practice, and associated requirements, without imposing large administrative burdens on regulators and licence holders.

2. To support licence holders registered in multiple jurisdictions, it is recommended that all regulators adopt mandatory CPD programs and mandatory annual reporting.

A majority of regulators support the profession's continued efforts to adopt mandatory CPD programs across all jurisdictions. Mandatory CPD programs help the profession demonstrate how it meets its primary mandate of protecting the public interest through self-regulation and how it supports licence holders by allowing them to demonstrate that they fulfill their ethical and professional obligations.

Mandatory CPD reporting, defined as providing supporting evidence to the regulator on the number of hours completed per category, demonstrates to licence holders that regulators take CPD activities seriously. It also provides evidence to regulators that their licence holders have met their requirements in another jurisdiction where they might also be registered. An annual mandatory reporting of the number of hours is recommended to foster consistency and to reduce or eliminate the requirement for reporting in multiple jurisdictions by licence holders. It is also encouraged to facilitate tracking and to contain/reduce the administrative burden associated with making it mandatory.

Reported information is expected to be less onerous than information required under audit processes or practice reviews. Regulators are encouraged to communicate these differences to their licence holders and to share best information management practices to help their recordkeeping practices. It is recommended to also provide guidance to licence holders on managing personal records.

3. It is recommended that all regulators adopt similar program requirements.

Regulators may choose to categorize CPD activities to guide licence holders and broaden their academic and technical knowledge. Regulators should set specific requirements for the type and quantity of CPD activities that their licence holders are expected to complete. A minimum of three out of the six CPD categories of professional practice, formal education, informal education, participation, presentations, and contributions to knowledge are prescribed to encourage licence holders to maintain the well-rounded nature of their practice. It is important to note that while licence holders are asked to meet a minimum number of hours, they should be encouraged to go beyond that threshold.

4. Regulators are encouraged to adopt a single-reporting, multi-jurisdictional acceptance approach.

Fulfilling CPD requirements in multiple jurisdictions can be onerous. Jurisdictions that have flexibility in their legislation and that have adopted similar program requirements and mandatory reporting are encouraged to consider accepting activities reported and completed for other regulators.

5. CPD requirements should be flexible enough to accommodate licence holders that face particular circumstances.

Licence holders may face different life challenges. CPD programs should be flexible enough to ensure that they are not unfairly penalized and that the profession is as inclusive as possible. Proper documentation to support special circumstances should always be provided by the licence holders and the final decision remains at the regulator's discretion. It is recommended that CPD programs:

- Do not require non-practising licence holders, including those who are retired or not engaged in the practice of engineering, to fulfill their CPD requirements;
- Allow up to three years of carry-forward hours to fulfill the minimum requirement of continuing professional development (to accommodate licence holders facing unemployment/parental leave/health issues/extended leave/returning to active practice circumstances).

6. All regulators are encouraged to adopt an auditing process for CPD reporting.

To continue fostering the public's and governments' trust in self-regulation, all regulators are encouraged to adopt an auditing process for CPD requirements. Several options are available including performing individual random audits or building the audit into existing practice reviews. Regulators are encouraged to adopt an audit process that reflects the number of licence holders, staff capacity, and financial resources. Regulators should set a realistic target for the percentage of licence holders to be audited for CPD compliance within a specified timeframe.

7. All regulators are encouraged to adopt consequences when licence holders are not compliant with CPD requirements.

As confirmed in the 2017 [Green v. Law Society of Manitoba](#), regulators can take administrative actions against licence holders who do not fulfill their CPD requirements. Consequences provide a level of due diligence and validity to the importance of CPD. The types and severity of consequences may vary—from reminder letters to removal from the register—and should be proportionate to the situation and mitigating factors. Consequences should increase gradually and always with the purpose to compel compliance with CPD. The regulator should start with a remedial approach and may progress to other procedures to achieve compliance. Consequences such as administrative suspension and removal from the register are known to increase compliance, but they may not educate the licence holder about CPD or enhance licence holders' experience in completing CPD activities.

8. Regulators are encouraged to regularly communicate the benefit of CPD to their licence holders.

Regulators have adopted CPD programs to support their licence holders in meeting their professional obligations. Licence holders benefit from CPD programs by enabling continuous maintenance and enhancement of their skills, knowledge, and ability to practise engineering. It can also help them maintain their credibility to clients, employers, colleagues, and the public. Regulators are encouraged to continuously communicate and promote the value of CPD programs to their licence holders.

9. Regulators are encouraged to promote the benefit of CPD to organizations.

Supportive work environments can help licence holders embrace and secure resources for their CPD activities. Employers, especially engineering employers, have a responsibility to ensure that their employees remain competent. Regulators, at their discretion, are encouraged to promote the value of CPD to their engineering organizations. This would help create an environment where licence holders can discuss their professional obligations with employers and colleagues and have peer-to-peer review of their practices.

CONCLUSION

This draft guideline presents guiding principles for regulators' CPD programs. It is hoped that it will continue fostering consistency across jurisdictions.

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BRIEFING NOTE: For decision

QUALIFICATIONS BOARD DOCUMENTS		3.2b
Purpose:	Solicit approval for the Regulator Guideline on Limited Licences	
Motion(s) to consider:	<i>THAT the Regulator Guideline on Limited Licences be approved for publication on the members-only section of the Engineers Canada website.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mélanie Ouellette, Manager, Qualifications	
Presented by:	Ron LeBlanc, Chair, Canadian Engineering Qualifications Board	

Problem/issue definition

- Limited licences enable individuals to practise engineering without the supervision of a P. Eng. within a limited scope.
- As demonstrated in Annex 1 of the Regulator Guideline on Limited Licences, seven out of twelve regulators have a limited licence path, with varying academic and experience requirements.
- The purpose of this guideline is to provide information to regulators on admission requirements, criteria to definition of scope of practice, and a form that they can use for inter-jurisdictions transfers.

Proposed action/recommendation

- It is recommended that this guideline be published on the members-only page of the Engineers Canada website as per regulators’ feedback.

Other options considered:

- Given that this guideline was originally a regulator’s request and approved by the Engineers Canada Board in the 2017-19 CEQB Work Plan, no other options were considered.

Risks

- Given that the guideline has gone through two national consultations, not approving the document could negatively impact relationship with regulators.
- Not providing content to some regulators could negatively impact their ability to benefit from other regulators’ best practices as well as require more time and effort on their part to generate their own limited licences admission processes if starting from scratch.

Financial implications

- There are no financial implications associated with the approval of this guideline.

Benefits

- Engineering regulators:
 - Have a document that they can use to guide the development of their own admission processes
 - Have an intermobility form that helps foster sharing of information between jurisdictions
- Engineering profession:
 - Consistent processes are adopted by provincial and territorial regulators
- Others (public, government, higher education institutions, individual engineers, etc.):
 - Limited licencees benefit from regulators recognizing each other's limited licences so that they can transfer or get a permit to practice in jurisdictions without the process being too onerous

Consultation

- A significant level of consultation was undertaken for this document. All of the documentation related to the following steps is available on the [consultation webpage](#) (log-in required).
 - A general direction was released for consultation between September and November 2017. The general direction was also discussed during meetings of the National Admission Officials Group. Feedback was compiled, and the Qualifications Board responded to every comment. The summary table was shared with the National Admission Officials Group, the Chief Executive Officers Group, and individuals who provided feedback.
 - A draft guideline was released for consultation between April and June 2018. The draft guideline was also discussed during meetings of the National Admission Officials Group. Feedback was compiled, and the Qualifications Board responded to every comment. The summary table was shared with the National Admission Officials Group, the Chief Executive Officers Group, and individuals who provided feedback.

Next steps (if motion approved)

- The guideline will be published on the members-only webpage of the Engineers Canada website.

Appendices

- The guideline is attached.

Draft regulator guideline on limited licences

BACKGROUND

Provincial and territorial regulators have a legislated mandate to define requirements for admission to the practice of engineering in their own jurisdictions. Admission requirements seek to ensure public safety and effectively minimize risks by ensuring that all persons practising engineering in Canada are qualified or are appropriately supervised by a qualified professional engineer. Only applicants who are granted a licence by these provincial and territorial regulators can practise engineering in Canada.

Some regulators provide a limited licensing¹ path to individuals who have met specific admission requirements², which are highlighted in Annex 1. This path is meant to enable these individuals to practise engineering without the supervision of a professional engineer within a limited scope. As per their regulator's acts, bylaws, and/or regulations, limited licensees are bound by the same legal, professional, and ethical obligations as professional engineers.

The purpose of this guideline is to provide guidance to regulators on:

- Admission requirements for limited licence applicants;
- Criteria to determine the scope of practice;
- Communicating the scope of practice of limited licensees to the public; and,
- Considerations for mobility of limited licensees.

This guideline will be made available on the members-only webpage of the Engineers Canada website.

1. ADMISSION REQUIREMENTS

To be granted a limited licence, applicants must demonstrate to the regulator that they are qualified to practise engineering within their defined scope and that they meet the following requirements:

1. be academically qualified to perform the defined scope of work;
2. have demonstrated acceptable work experience, including an understanding of local practices and conditions;
3. be able to communicate in the language of their jurisdiction of practice;
4. be of good character³; and
5. understand and apply laws and ethical principles that affect the practise of professional engineering both directly and indirectly, and the professional standards to which they are held accountable.

The onus is on applicants to demonstrate that they meet these requirements. Regulators, at their discretion, may choose to adopt different requirements.

1.1. Academic requirement

As stated in the [National Guideline on Admission to the Practice of Engineering in Canada](#), to be admitted to the practice of engineering in Canada, applicants must demonstrate that they meet the academic requirements in the jurisdiction in which they are applying. In the case of limited licence applicants, it is understood that applicants do not typically have the breadth of education required for full licensure, but their work experience is sufficient to provide regulators with an adequate level of confidence in their ability to practise engineering competently within a defined limited scope.

¹ The designation "limited licensee" is used in Yukon and Ontario. "Professional licensee" is used in Alberta, "Engineering licensee" in British Columbia, Saskatchewan and Newfoundland and Labrador, and "Specified Scope of Practice Licensee" in Manitoba.

² Québec does not grant limited licences upon admission but rather as a result of disciplinary actions, which are called restricted licences. Restricted licences describe the acts that cannot be performed by these engineers until a full licence is granted to them again.

³ Please note that the Ordre des Ingénieurs du Québec (OIQ), by virtue of its own regulations, cannot refuse to license an applicant based on his or her character. When submitting an application to the OIQ, the applicant must declare any judicial or disciplinary action taken against him or her. Only a judicial or disciplinary action relating to professional practice can disqualify an applicant.

Regulators have the discretion to determine the academic requirements to obtain a limited licence, but they typically require a minimum of mathematics, natural sciences and engineering science, and design content at post-secondary level of education within the same discipline as the applicant's defined scope of practice.

1.2. Work experience requirement

Engineering regulators are responsible for defining the work experience requirements and associated processes within their jurisdictions. The applicant is responsible to demonstrate experience within the defined scope of practice to obtain the proposed limited licence. The typical experience requirement should include a minimum number of years of experience within the proposed scope of practice, and one year of experience or equivalent competencies gained in a Canadian environment⁴. Regulators, at their discretion, may offer different licensure paths that enable applicants to substitute academic background for a higher number of years of work experience or vice-versa.

When demonstrating their engineering experience, applicants should provide evidence that they can apply engineering knowledge, methods, and techniques. At least one professional engineer must have taken responsibility for the applicant's engineering work, and references should be provided to validate the experience.

Some regulators require, or are transitioning toward adopting, a competency-based assessment process. A list of competencies is available in [Appendix A](#) of the [Guideline on Admission to the Practice of Engineering in Canada](#).

1.3. Language requirement

Language requirement for limited licensees is the same as for a P.Eng. licence, in accordance with the [National Guideline on Admission to the Practice of Engineering in Canada](#).

1.4. Good character

Good character requirement for limited licensees is the same as for a P.Eng. licence, in accordance with the [National Guideline on Admission to the Practice of Engineering in Canada](#).

1.5. Understanding of law and ethical principles

Understanding of law and ethical principles requirement is the same as for a P.Eng. licence, in accordance with the [National Guideline on Admission to the Practice of Engineering in Canada](#).

2. DEFINING THE SCOPE OF PRACTICE

Defining and assessing the scope of practice is an individualized process tailored to the specific applicant's academic and experience background. Following a similar process across regulators can increase the probability that consistent outcomes are achieved for individuals with similar academic and experience backgrounds. Regulators, at their discretion, may choose to follow different steps or add additional steps to their own assessment processes.

The following sections describe a three-step process wherein the applicant first proposes a scope of practice, which is then reviewed by professional engineers with respect to the academic and experience qualifications of the applicant; and subsequently approved (or not) by the regulator's internal committee responsible for admissions of limited licence applicants.

2.1. The applicant proposes and justifies a scope of practice

As mentioned previously, the onus is on the applicant to provide supporting documentation to obtain a limited licence, which, at the regulator's discretion, may include:

- The applicant's education, supported by validated and authenticated transcripts.
- A curriculum vitae that describes job title, roles and responsibilities, tasks, issue, and how the applicant successfully conducted engineering projects through work experience; reports and demonstration of problem-solving skills; and/or through a competency-based assessment.

⁴ Ontario requires six years of experience including four years in a Canadian environment.

- Referees or references from individuals who have supervised or have been in direct contact with the work of the applicant and endorse the proposed scope of practice.
- A proposed scope of practice.

The applicant should demonstrate that the proposed scope falls within the definition stated in the [National Guideline on the Practice of Engineering in Canada](#), which is that “the ‘practice of engineering’ means any act of planning, designing, composing, evaluating, advising, reporting, directing or supervising, or managing any of the foregoing, that requires the application of engineering principles and that concerns the safeguarding of life, health, property, economic interests, the public welfare, or the environment.”

The scope should be clearly defined in terms of a specialized function or activity for a specific product or that requires the application of engineering knowledge, methods, and techniques. It should be task-oriented, clearly defined, specific, and quantifiable to common standards and tied to the academic and experience possessed by the applicant. The scope may also reference legislation or regulations to which the scope applies⁵. The applicant might be asked to provide supporting evidence such as drawings, specifications, photographs, video recordings, and job files.

The regulator is encouraged to share the competencies presented in the [National Guideline on Admission to the Practice of Engineering in Canada](#) to support the applicant in developing the proposed scope of practice and provide supporting evidence.

Some back-and-forth between the regulator and the applicant may be necessary to ensure that the documentation is clear and sufficient, and that the scope is an accurate reflection of the applicant’s competence to take responsibility for provision of engineering services within the scope.

2.2. The regulator reviews and evaluates the scope of practice

Professional engineers chosen by the regulator typically evaluate the documentation submitted by the applicant. These reviewers generally practise in an area close to the applicant’s proposed scope of practice. Once reviewers think that they have sufficient information to make an informed decision, it is recommended that they seek to confirm that:

- The applicant meets academic and work experience requirements;
- The proposed scope of practice is engineering; and,
- The proposed scope is recommended for approval to the jurisdiction’s internal committee responsible for admissions of limited licence applicants; or
- The scope requires revisions, or the applicant requires additional academic or experience requirements.

The following elements can be considered by reviewers when assessing an applicant:

2.2.1. Academic Requirement⁶

2.2.1.1. The education documents are authentic and valid.

2.2.1.2. The applicant possesses sufficient education, including sufficient education in the proposed scope of practice.

2.2.2. Work Experience Requirement⁷

2.2.2.1. The applicant possesses a minimum number of years of engineering experience.

2.2.2.2. The applicant possesses a minimum number of years of engineering experience in the proposed scope of practice.

2.2.2.3. The applicant possesses at least one year of Canadian environment experience or its equivalent.

⁵ Examples of scope of practice are available on the members registries of [Association of Professional Engineers and Geoscientists Alberta](#), [Engineers and Geoscientists British Columbia](#) and [Professional Engineers Ontario](#).

⁶ Threshold for education content requirement varies according to each regulator’s legislation.

⁷ Threshold for work experience requirement varies according to each regulator’s legislation.

2.2.3. *Scope of Practice:*

2.2.3.1. The proposed scope constitutes engineering.

2.2.3.2. The proposed scope constitutes the practice of engineering.

2.2.3.3. The proposed scope is sufficiently restricted.

2.2.3.4. The academic and the work experience are in alignment with the proposed scope of practice.

Once reviewers have assessed these three categories, a recommendation is made to the regulator's internal committee responsible for admissions of limited licence applicants that the applicant either meets or does not meet the academic and experience requirement. Some back-and-forth between the regulators and the applicant may be necessary to finalize the proposed scope of practice.

Reviewers, at their discretion, can also recommend that an interview be conducted, or that the initial scope of practice be revised.

2.3. The regulator may conduct an interview

At their discretion, regulators may conduct an interview of the applicant. Interviewers are encouraged to ensure that the proposed scope of practice (including engineering discipline, field of practice, and limitations) is appropriate and that the applicant demonstrates examples of how he/she has applied engineering knowledge, methods, and techniques in accordance with the codes, standards, and regulations applicable in the provincial or territorial jurisdiction.

3. REQUEST FOR SCOPE EXPANSION

After a certain period of time, limited licensees might seek scope expansion. Normal admission process typically applies, unless the regulator has internal procedures to address minor scope changes. Regulators are encouraged to adopt a scope expansion policy.

4. REQUEST TO OBTAIN A P. ENG. DESIGNATION

Typically, limited licensees do not possess an equivalent engineering education to obtain a full P. Eng. licence. If they wish to apply for a full engineering licence, they must obtain additional education or make up for academic deficiencies through the engineer licence admission process.

5. COMMUNICATING THE SCOPE OF PRACTICE

This guideline proposes that the regulators make a list of limited licensees publicly available. It also proposes that regulators communicate to limited licensees that they are bound by law and their codes of practice and cannot practise engineering outside of their defined scope of practice.

It also suggests that regulators communicate to limited licensees that they should inform their clients, colleagues, and supervisors of the limitations of their licences and that they must use the approved designation and title and follow the sealing procedures as specified by the regulator.

6. CONSIDERATIONS FOR MOBILITY OF LIMITED LICENSEES

The Canadian Free Trade Agreement and the New West Partnership Trade Agreement are intended to remove barriers to mobility by increasing cross-jurisdictional licence recognition. Licenced engineers from one jurisdiction are often accepted for licensure relatively quickly in other jurisdictions without having to prove their academic and experiential qualifications again. Limited licensees should generally be entitled to the same mobility provisions. Regulators should also be conversant with the terms of the inter-provincial/territorial agreements and their obligations with respect to accepting a professional from another jurisdiction.

Regulator decisions to accept out-of-province limited licensees without further assessment may be influenced by the variation in what defines a limited licence from one jurisdiction to the next. However, regulators should generally trust that their counterparts have instituted reasonable limited licensure standards and accept the scopes of practice that they have assigned to the mobility candidates.

Annex 2 is provided as an example of information that can be exchanged by regulators to assess limited licensees seeking to transfer between jurisdictions.

7. CONCLUDING REMARKS

This Guideline on Limited Licences provides guidance to regulators on admission requirements for limited licensees, criteria to determine the scope of practice for these limited licence applicants, and an inter-mobility form. By fostering the adoption of common practices, this guideline seeks to encourage the harmonization of admission practices for limited licence applicants throughout Canada. Please visit the Engineers Canada website for more information on national [guidelines](#) and on [regulators' admission requirements and assessment practices](#).

ANNEX 1: LIMITED LICENCES⁸, BY REGULATORS⁹ (UPDATED IN MARCH 2018)

	Yukon	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	PEGNL
Name of Licence(s)	Limited Licence	Limited Licence	Professional Licence	Restricted Licence (refer to the EGPA, Section 18(2)(b))	Specified Scope of Practice Licence	Limited Engineering Licensee/titulaire de permis restreint d'ingénieur	Limited Licensee
Designation(s)	L.L.(Eng)	Eng.L.	P.L.(Eng.)	Engineering Licensee	SSPL	LEL/PRI	Eng. L.
Legislation	Engineering Profession Act & Regulations (by Council)	Act 10(1) Council may pass, alter and amend bylaws for: the establishment and monitoring of compliance with standards of training and experience required for licensees, and the enrolment and qualifications for a limited licensee, including limited licences for applied science technologists; Bylaw 11(g) sets out requirements	Engineering and Geoscientific Professions Act Part 7; and the Engineering and Professions General Regulations Part 10	EGPA, 18(2)(b) Engineering and Geoscience Professions Regulatory Bylaws, Sections 6 and 9	Engineering and Geoscientific Professions Act	Professional Engineers Act & Regulation 941, Amended July 1, 2015, Section 46 (specific) Regulation 941, amended to O. Reg. 71/15, sections 45 to 50.1 (general)	N/A

⁸ The Provinces of British Columbia, Alberta, Ontario, New Brunswick and Newfoundland also have technologists' designations but these designations do not give them independent rights to practice or to authenticate professional documents. APEGA does not offer any technologist designation. The Association of Science and Technology Professionals (ASET) offer a designation called the Professional Technologist (Engineering) abbreviated to P.Tech.(Eng.). The P.Tech.(Eng.) designation is jointly regulated between APEGA and ASET and operate under legislation of the EGP Act Part 8, which allows the P.Tech.(Eng.) to engage in the practice of engineering independently and authenticate professional documents under a restricted scope of practice. The scope of practice of the P.Tech.(Eng.) is defined in the EGP Act, Part 8, Division 3, Section 90.1, Sub-clauses 1 to 3. The fundamental distinction between the P.L.(Eng.) offered by APEGA and the P.Tech.(Eng.) offered by ASET is that the P.L.(Eng.) designation engages in engineering practice involving complex methodology and application of codes and standards; while the P.Tech.(Eng.) designation allows engineering practice within a scope of practice that is the routine application of industry recognized codes, standards, procedures and practices using established engineering or applied science principles and methods of problem solving. The P.Tech.(Eng.) does not meet or exceed the standard requirements for registration as a L.L.(Eng.) or P.L.(Eng.).

⁹ NAPEG, APEGNB and Engineers PEI do not have a category of registration for a limited licence. Engineers Nova Scotia accepts limited licensees transfer (which are called limited engineering licensees) but does not offer that path in their jurisdiction. OIQ does not have a limited licence but does offer a temporary licence.

	Yukon	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	PEGNL
Independent Practice?	Yes – within scope of licence	Yes - within scope of licence	Yes – within scope of licence if sole practitioner, needs Permit to Practice	Yes – within scope of licence If offering services directly to the public, they also must submit a Notice of Intent to Provide Consulting Services. (Section 17 of the Regulatory Bylaws) For services being offered through a company (that is NOT a sole proprietorship), the company must also obtain a Certificate of Authorization from APEGS. (Section 22 of the ACT and Section 18 of the Regulatory Bylaws)	“Certificate issued under the seal of the association to a natural person certifying that the holder has been licenced to practice professional engineering or professional geoscience within the scope, and subject to the restrictions, specified in the specified scope of practice licence”	The practice of professional engineering by the holder of the limited licence must be limited to the services specified in the limited licence. 2. When the holder of the limited licence ceases to provide the services specified in the limited licence, the holder must notify the Registrar and return to the Registrar the limited licence and the seal issued to the holder. O. Reg. 13/03, If the Limited Licensee wishes to offer engineering services to the public, they must be a Certificate of Authorization holder (i.e. have at least one Ontario-licenced P.Eng. on staff).	Yes - within scope of licence
Scope	Regulation 20(a) practise engineering in the Yukon Territory only within the specific area of practice described in the limited licence	Licenced to independently practice engineering, in the scope of the licence	Licenced to independently practice engineering, in the scope of the licence	Licenced to independently practice engineering, in the scope of the licence	Determined by the SSPC using a documented procedure which is available from the Association's website .	Practice of professional engineering, within the definition of limitation statement	Licenced to independently practice engineering, in the scope of the licence
Academic Requirement	(Regulation 8) (a) a science degree in a discipline and from a university program approved by the Board or Examiners; or	(i) Has a science degree in a discipline and from a university program approved by the council; or (ii) is registered as an applied science technologist and has	Have at least 2 years of post-secondary education acceptable to the APEGA Board of Examiners in areas that relate to the practice of engineering or geoscience;	1. Four-year science degree from a university program acceptable to Council; or 2. Degree or diploma in engineering or geoscience technology from a program acceptable to Council. The	(Path 1) Have an Accredited degree or Diploma in applied science or technology. OR, (Path 2) From an approved educational program, have a diploma in engineering or geoscience technology, a science degree, or acceptable equivalent.	A three-year degree or diploma in an engineering, technology or science program or has equivalent educational qualifications, and possesses the knowledge base corresponding to the scope of services within the practice of	N/A

	Yukon	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	PEGNL
	(b) registration as an applied science technologist with a degree or diploma in engineering technology from an institution approved by the Board or Examiners; or (c) other academic qualifications acceptable to the Board or Examiners	a degree or diploma in engineering technology or geoscience technology from an institution approved by the council in a program approved by the council; or (iii) has other qualifications acceptable to the council; and (iv) has completed any exams required by council; and		program must be of at least two years duration; or 3. Other education acceptable to Council – successful completion of a minimum of two years of post-secondary education in engineering, geoscience, or related science.	The applicant must have an adequate knowledge in math, physics and basic sciences. The program of study must have been in an area relative to engineering or geoscience and should be in the same discipline area as that of the limited scope being requested. Technical Confirmatory examinations or an interview may be required. OR, (Path 3) Possess academic qualifications accepted by the Council as equivalent to a diploma or degree as indicated above. Demonstrate adequate knowledge of the scope of practice requested as determined by the Specified Scope of Practice Committee (SSPC). Write confirmatory examinations or other technical examinations demonstrating knowledge of the scope of practice if required by the Specified Scope of Practice Committee. (SSPC)	professional engineering to be provided under the limited licence.	
Experience Requirement	8 years of experience carrying out engineering work satisfactory to the Board of Examiners at least 2 of which shall have been in the area to which the limited licence is to apply	8 years of experience in engineering or geoscience work satisfactory to the council, the 8 years to include the years spent in obtaining the post-secondary academic training at least the last 2 years of the experience within the practice of professional	At least 6 years of work experience acceptable to the BOE in engineering or geoscience At least 2 of these years must be within your defined scope of practice and have been completed under the supervision and control of an APEGA Professional Member At least 1 year of your experience must be	Refer to Education number references above: 1.(degree) Minimum five years post-degree experience 2.(Two-year diploma) Minimum eight years post-degree or diploma experience 3. minimum of two years of post-secondary education in engineering, geoscience, or related science. Minimum eight	For Paths 1 and 2: demonstrate at least eight (8) years including schooling of experience at least two years of which are direct on the job experience and at least 4 years of which are directly in the specified scope of practice requested. For Path 3: demonstrate at least 15 years of experience to the satisfaction of the SSPL.	At least 8 years of experience in the practice of professional engineering that meets the criteria set out in the document titled “Guide to the Required Experience for a Limited Licence in Ontario” and dated March 2014, published by and available from the Association, with at least six years of the experience corresponding to the scope of services within the practice of professional	N/A

	Yukon	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	PEGNL
		engineering or professional geoscience to which the limited licence is to apply	equivalent Canadian experience	<p>years post-degree or diploma experience</p> <p>At least 5 years of work experience must be directly related to the requested scope of practice, and be under the direct supervision of a Canadian P.Eng., P.Geo., Engineering Licensee or Geoscience Licensee. At least one-year experience must be obtained in Canada or in an equivalent-to-Canada work environment. All of the work experience must be post-education.</p> <p>The Licensee Admissions Committee may require the applicant to enter a One-year probation period during which the applicant is required to submit two 6-month work experience reports. During this year, the applicant may apply to attend the Law and Ethics Seminar, and write the Professional Practice Exam.</p> <p>The Licensee Admissions Committee may also back date the probationary period and issue the licence; or also may assign examinations or additional experience.</p>	Pass the Professional Practice Test6 (now known as the Act, Bylaws, Code of Ethics test (ABC))	engineering to be provided under the limited licence; and at least four of those six years' experience being acquired in a Canadian jurisdiction under the supervision of one or more persons who are legally authorized to engage in the practice of professional engineering in a Canadian jurisdiction.	

	Yukon	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	PEGNL
Practice, Law & Ethics Requirement	Write and pass the National Professional Practice Examination (NPPE)	Successful Completion of Professional Practice Examination and law & Ethics Seminar	Write and pass the National Professional Practice Examination (NPPE)	Optional attendance at the Law & Ethics Seminar and successful completion of Professional Practice Examination	Write and pass the National Professional Practice Examination (NPPE)	Successful completion of the Professional Practice Examination	Write and pass the National Professional Practice Examination (NPPE)
Other	Good Character; English Language Competency	Good Character; English Language Competency	Good Character; English Language Competency Mobility Provision: an applicant is entitled to be registered as a professional licensee if (a) the applicant is of good character and reputation, and (b) the applicant is registered as a professional licensee or in an equivalent capacity in good standing with a regulated entity in another province that, in the opinion of the Board of Examiners, is equivalent to the Association.	Good Character; English Language Competency Mobility provisions: If you are an Engineering Licensee or Geoscience Licensee in good standing with a Constituent Association/Ordre(s) of Engineers Canada or Constituent Association/Ordre(s) of Geoscientists Canada and you have met the academic and experience requirements for registration, then you may apply as an inter-association mobility applicant. This also includes ASET P.Tech. applicants.	Good Character and English Language Competency Mobility: provide evidence of having a Specified Scope of Practice Licence with the requested scope in another recognized Canadian provincial association. This is part of the AIT agreement.	Good Character; English Language Competency	N/A

ANNEX 2: USEFUL INFORMATION FOR THE DOMESTIC MOBILITY OF LIMITED LICENSEES

For the assessment of limited licence applicants from other Canadian jurisdictions, it is suggested that assessing regulators collect the following information from the regulator(s) with which the applicant is already licensed.

Applicant information

1. Name
2. Date of birth
3. Registration or licence number from other jurisdictions.

Defined scope of practice:

Has this individual been subjected to any disciplinary action?

Yes or no

Academic requirement (Defined as the # of postsecondary years of education):

- Total years of post secondary education, validated by:
- Total years of post secondary education within scope of practice, validated by:
- Was the applicant assessed for this requirement in your jurisdiction?
If Yes, validated by:
If No, comments:

Work experience requirement:

- Total years of engineering experience in scope of practice:
- Total years of Canadian experience:
- Was the applicant assessed for this requirement in your jurisdiction?
If Yes, validated by:
If No, comments:

Language Requirement:

- Proficient in English and/or Français, validated by:
- Was the applicant assessed for this requirement in your jurisdiction?
If Yes, validated by:
If No, comments:

Good character requirement:

- Was the applicant assessed for this requirement in your jurisdiction?
If Yes, validated by, and how:
If No, comments:

Understanding of law and ethical principles:

- Was the applicant assessed for this requirement in your jurisdiction?
If Yes, validated by, and how:
If No, comments:

Is this applicant currently in good standing in your jurisdiction?

- Yes, validated by:
- No, validated by:
- If not, why:

Is there any additional information that should be taken into consideration?

Prepared by: X, contact information

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BRIEFING NOTE: For decision

Approval of a national position statement		3.3
Purpose:	Approval of the national position statement relating to Regulation of coastal, ocean, and related subsurface engineering	
Motion(s) to consider:	THAT the following national position statement be approved: Regulation of coastal, ocean, and related subsurface engineering	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Joey Taylor, Manager, Public Affairs	
Presented by:	Lisa Doig, Member, Public Affairs Advisory Committee	

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 regulatory bodies of Engineers Canada. 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 is tasked with creating the national position statements. This committee is comprised of volunteers with multi-disciplinary backgrounds and includes individuals from the CEO Group, the Presidents Group, the Engineers Canada Board, academia, and industry.
- Each year, the Public Affairs Advisory Committee develops NPSs on new and existing issues facing the engineering profession. This helps ensure the federal government and public servants consider the expertise of the engineering profession in policy making.
- The current process for deciding which topics the committee will be developing in the upcoming year is as follows: during the May kick-off meeting, the committee discusses new and existing issues facing the engineering profession. This includes insight from our committee members who are close to the issues as regulators, or from the profession. We then circulate these potential topics for approval by the Board and CEO group. Once approved, the Public Affairs Advisory Committee works towards developing these NPSs to present them to the regulators and the Board for consideration and approval.
- This current NPS on the regulation of coastal, ocean and related subsurface engineering is linked to Operational Imperative 5: Advocating to the federal government in the strategic plan. This is an opportunity for Engineers Canada to demonstrate the current gap existing in the current legislation regarding this matter. This NPS will serve to influence and/or inform the federal government on this issue facing the engineering regulators and the engineering profession.

Proposed action/recommendation

- The Public Affairs Advisory Committee recommends that the Engineers Canada Board approves the attached NPS.
- Once approved, the NPS will be posted on Engineers Canada’s public website and referenced during consultations with the federal government when/if needed.

Other options considered:

- N/A

Risks

- If the motion to approve the NPS does not pass, there will be no unified national position on this topic which currently affects the profession.

Financial implications

- N/A

Benefits

- Engineering regulators:
 - A national position on key issues is beneficial for the engineering regulators as this issue affects the regulators and the regulation of the engineering profession. Regulators benefit from a national unified position.
 - This addresses a current gap and need for better regulation from the federal government for engineering activities performed outside of Canada’s provincial and territorial government’s jurisdiction but within federal government control.
- Engineering profession:
 - A national position on this issue provides awareness of the responsibility of engineers to safeguard the public.
- Others (public, government, higher education institutions, individual engineers, etc.):
 - Provides the federal government with awareness that the current legislation is not sufficient in safeguarding the public.

Consultation

- Our multi-disciplinary Public Affairs Advisory Committee, provincial and territorial regulators, the National Practice Officials Group, and the Engineers Canada Board members were asked to review and provide comments on this NPS.
- There were no objections or concerns regarding “the engineering profession’s position” of the NPS, and the background section was updated to reflect some of the comments and suggestions that were submitted by regulators and board members.

Next steps (if motion approved)

- If the motion is approved, the NPS will be posted on Engineers Canada’s public website and will be relied upon when needed when consulting with the federal government.

Appendices

- The National position statement on the regulation of coastal, ocean, and related subsurface engineering is attached.

Regulation of Coastal, Ocean and Related Subsurface Engineering

The engineering profession's position

- The engineering profession believes that it is in the public interest that all infrastructure designed or built for use in Canada—which includes its offshore areas—must be regulated by the provincial or territorial regulator in the jurisdiction in which the equipment is being used.
- Where engineering facilities are being used or engineering activities are occurring outside of provincial or territorial jurisdiction but under federal government jurisdiction, it is in the public interest that federal government regulations provide the same level of public assurance as when activities occur within provincial or territorial jurisdictions.
- There are complex regulatory structures that manage oil and gas operations in Canada's offshore areas; however, these federal regulatory instruments do not regulate engineering practitioners. Incorporating the requirement for such engineering practitioners to be licensed by the provincial and territorial engineering regulators would ensure the same level of public protection for engineering practice done offshore as is done on land.
- It is in the public interest that there be better regulation from the federal government for engineering activities that are performed outside of Canada's provincial or territorial governments' jurisdiction, but within federal government control.

The issue

Engineers from all disciplines are integral to the exploration, discovery, testing, extraction, and distribution of offshore oil and gas. Engineering in Canada is a regulated profession, and engineers are licensed professionals, holding a licence to practise engineering with one of Canada's 12 provincial or territorial engineering regulators. The self-regulation of the engineering profession in Canada ensures that engineers are held to high professional and ethical standards, and that they practise in the public interest. It is imperative to have strengthened regulatory mechanisms to manage operations in Canada's offshore areas for activities performed outside of Canada's provincial and territorial government's jurisdiction that are within the federal governments control.

With the overwhelming scientific evidence that the world's climate is changing, the practice of offshore engineering work is expected to expand into locations previously inaccessible to such activities, such as the Arctic Ocean. The practice of offshore engineering is likely to increase to Atlantic and Pacific Canada. The United Nations Convention on the Law of the Sea (UNCLOS) is the international agreement that defines the rights and responsibilities of nations with respect to their use of the world's oceans. UNCLOS establishes guidelines to protect the natural environment, as well as providing guidelines for businesses around the management of marine natural resources. Article 81 of UNCLOS delineates that the coastal State shall have the exclusive right to authorize and regulate drilling on the continental shelf for all purposes.¹

¹ United Nations Convention on the Law of the Sea. Retrieved August 31, 2018, from: http://www.un.org/depts/los/convention_agreements/texts/unclos/unclos_e.pdf.

Federally, Canada has a set of four principal Acts that govern oil and gas activities offshore, in addition to the previous National Energy Board (NEB), which regulates the frontier lands and offshore areas not covered by provincial or federal management agreements. NEB responsibilities included the regulation of oil and gas explorations, development and production, enhancing worker safety, and protecting the natural environment. The Government of Canada is proposing to create the Canadian Energy Regulator (CER), a new, modern, and world-class federal energy regulator with the required independence and the proper accountability to oversee a strong, safe, and sustainable Canadian energy sector in the 21st century.

These are complex regulatory structures that manage offshore oil and gas operations in Canada's offshore areas; however, these international and federal regulatory instruments do not provide for the regulation of engineering work that is done offshore, as the provincial and territorial engineering Acts do for engineering work conducted on land. Currently, infrastructure to be used offshore that is designed and built outside of Canadian limits is not subject to Canadian engineering regulation. Yet, infrastructure built or designed in Canada are subject to provincial engineering jurisdiction.

There must be better regulation from the federal government for activities that are performed offshore including outside of Canada's 12-mile territorial limit (i.e. in international waters). However, the provincial and territorial engineering regulators believe that it is in the public interest that all infrastructure designed, built, or used within Canada—including in its offshore areas—must be regulated in a manner similar to that which is currently done by the provincial or territorial engineering regulators for engineering work done on land. Regulation minimizes the risks to workers and the environment and ensures that these activities are conducted by engineers who are held to high professional and ethical standards that require them to work in the public interest.

What the provincial and territorial regulators have done

Professional Engineers and Geoscientists Newfoundland & Labrador (PEGNL) published Practice Guidelines for Authenticating Professional Documents in June 2016, which included guidance on the authentication of offshore drilling documents. It outlines that professional documents prepared in Canada for use outside of the 12-mile Canadian territorial limit (i.e. in international waters), shall be authenticated by a professional licence holder licensed in the Canadian jurisdiction where the engineering or geosciences practice was carried out. For example, if a device is designed by an engineering group or firm in Newfoundland and Labrador for use in offshore oil development in international waters, then the design must be authenticated by a professional licence holder, and permit holder if applicable, using PEGNL stamps.

If the device is designed outside of the province for use in international waters but is brought to the province for assembly, for incorporation into another assembly, or for testing or commissioning, the documents detailing the assembly, incorporation, testing, or commissioning shall be authenticated by a PEGNL professional licence holder, and permit holder if applicable, using PEGNL stamps.

PEGNL authentication is required when a device intended for use outside of the 12-mile Canadian territorial limit meets any one of the following conditions:

1. Designed in Newfoundland and Labrador
2. Built in Newfoundland and Labrador
3. Integrated into or installed in an assembly in Newfoundland and Labrador

4. Tested or commissioned in Newfoundland and Labrador

If the device intended for use in international waters does not meet any of these conditions, unfortunately no PEGNL authentication is required. There are significant engineering activities that do not meet these criteria and therefore are not subject to engineering regulation.

Recommendations to the federal government

Public safety is threatened, and environmental, social, and economic impacts are not adequately addressed when engineers are not directly involved in the design, review, implementation, and maintenance of projects that require the application of engineering practices. Where engineering work is being performed, it is in the public interest that a licensed engineer be involved. Legislation that speaks to engineering work, regardless of whether it is under federal or provincial jurisdiction, should require the involvement of qualified engineers. These engineers must be licensed through a provincial or territorial engineering regulator.

The federal government must continue to engage with engineering regulators as they consider better regulation for activities with engineering components performed outside of provincial jurisdiction but within federal control. Public interest is best served when such engineering matters are regulated to at least the standard to which they are regulated on land.

In all legislation impacting the offshore where engineering matters form a significant component, the federal government should include a requirement that engineers be licensed with a provincial or territorial coastal government who has direct interest in off-shore engineering work.

How Engineers Canada will contribute:

Engineers Canada will:

1. Actively identify opportunities to incorporate provincial and territorial regulations within offshore engineering legislation and regulations where such involvement would be in the public interest.
2. Work collaboratively with provincial and territorial regulators to promote the regulation of offshore engineering.
3. Identify opportunities to work with the federal government to inform regulation for activities performed outside of provincial jurisdiction but within federal control.

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BRIEFING NOTE: For decision

Sharing Board committee minutes		4.1
Purpose:	To decide how to store and distribute the minutes of committees of the Board	
Motion(s) to consider:	THAT the Board approve publication of all board committee minutes on the public side of Engineers Canada’s website.	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Stephanie Price, Executive VP Regulatory Affairs and Corporate Secretary	
Presented by:	Stephanie Price, Executive VP Regulatory Affairs and Corporate Secretary	

Problem/issue definition

- Board policy 6.1, Board committees, states “All committees will submit written minutes of their meetings and proceedings to all Board directors.”
- Sharing those minutes on the public site is the best solution *at this point in time* because:
 - Emailing every director the minutes from every committee meeting would result in excessive email volumes.
 - Submitting the minutes of every committee meeting as part of the Board agenda book would result in an unnecessarily long agenda book.
 - Engineers Canada is in the process of upgrading our IT infrastructure (through the Space Program) and will eventually have a secure site for Board members only. Until that site is developed, the public site is the simplest solution.

Proposed action/recommendation

- It is suggested that a new section be created on the public website to store all board committee minutes.

Other options considered:

- The Collaboration Space is an alternate secure site that could be used to store minutes. However, this site is scheduled to be retired once the new IT infrastructure is in place.
- We would prefer not to introduce one new site to the board directors, only to replace it shortly after.
- It is possible to modify Policy 6.1 to remove the requirement for committee minutes to be available for all board directors, but this was judged less beneficial given the value of freely-available information.

Risks

- Board committee minutes could be accessed by members of the public and misinterpreted. Given the transparent nature of Engineers Canada and our work, this risk was deemed to be small.

Financial implications

- None

Benefits

- Engineering regulators would have access to these minutes, increasing our transparency to them
- Directors would have simple access to committee minutes
- This would bring us into compliance with our policy

Consultation

- This proposal was developed with input from Engineers Canada staff in IT and Communications.

Next steps (if motion approved)

- Governance area of website modified to accommodate addition of committee minutes
- Minutes from the past year to be uploaded to the website

Appendices

- None

BRIEFING NOTE: For decision

PEO request that Engineers Canada hold Ontario sponsorship monies in abeyance until April 30, 2019		4.2
Purpose:	To approve the Professional Engineers Ontario (PEO) request to hold sponsorship monies derived from the Home/Auto insurance program (Total Written Premium Volume as at December 31, 2017) in abeyance until April 30, 2019.	
Motion(s) to consider:	That the Board approve PEO's request to hold the 2017 derived sponsorship monies for Ontario from the Home/Auto insurance program in abeyance until April 30, 2019	
Vote required to pass:	Two-thirds majority (refer to articles 5.7 and 5.8 of the bylaw)	
Transparency:	Open session	
Prepared by:	Lorelei Scott, Manager, Member Services	
Presented by:	Christian Bellini, Director from PEO	

Problem/issue definition

As per the January 1, 2018, Insurance Affinity Agreement signed by Engineers Canada and Meloche Monnex Inc. (MMI), also known as TD Insurance, eligible associations receive sponsorship monies based on their respective total written premium volume annually.

As per the agreement (*Schedule C*) between Engineers Canada and MMI, *unless otherwise agreed to in writing between the Parties* (Engineers Canada and MMI), *Associations that are not Eligible Associations would not be entitled to receive any portion of the Sponsorship*. To secure the Ontario sponsorship monies for 2017 (\$2.14 million), PEO was required to sign the agreement with Engineers Canada no later than December 31, 2018.

Because of the following issues PEO was not able to reach a decision at its special Council meeting held on December 18, 2018:

- Consulting Engineers Ontario (CEO) and the Ontario Society of Professional Engineers (OSPE) wrote to the Ontario Attorney General in late November raising issues regarding governance structure and the non-regulatory activities of PEO and the concern that these monies would be used to further support those activities;
- Leadership from OSPE, CEO, and PEO met on December 7, 2018, to better understand the outlined concerns;
- Ontario's Attorney General, Caroline Mulroney, acknowledged concerns raised via a letter dated December 14, 2018, and encouraged the three bodies to work together to develop a consensus plan to resolve current and ongoing concerns about PEO's non-regulatory activities and governance before further actions are taken by PEO.

Given the Ontario Attorney General's letter, PEO Council was restricted from making a decision, but,

- o requested that the PEO Executive Committee further discuss the matter and meet with both OSPE and CEO to address their concerns;
- o directed its President, David Brown, and its Engineers Canada Board representatives to request that the Engineers Canada Board put PEO's 2017 \$2.14 million in sponsorship monies in abeyance until PEO is able to reach a decision regarding the signing of the agreement with Engineers Canada.

Proposed action/recommendation

That the Engineers Canada Board approves the PEO request to hold the 2017 derived sponsorship monies from the Home/Auto insurance program in abeyance until April 30, 2019.

Other options considered:

No other options were considered, given that the decision to become an eligible association rests entirely with PEO.

Risks

Engineers Canada has taken steps to confirm that it is not in breach of its Insurance Affinity Agreement with TD Insurance.

Financial implications

Holding the monies in abeyance will not bring any additional costs to Engineers Canada.

Benefits

The motion to hold the funds in abeyance provides value to PEO as it gives them time to work with CEO and OSPE, and decide whether to become an eligible association. If the motion is not carried, PEO will be unable to access these funds as it was not an eligible association as of December 31, 2018.

TD Insurance is interested in having PEO become an eligible association to be able to market to the engineering population in Ontario.

Consultation

In order not to contravene the Insurance Affinity Agreement between Engineers Canada and MMI (Schedule C), Engineers Canada discussed the PEO situation with TD Insurance.

A letter from Anna Kavanagh, Vice President Affinity Market Group, TD Insurance confirming acceptance of the concept of holding sponsorship monies in abeyance until April 30, 2019, to enable PEO to engage with the necessary parties and reach a decision is attached ([link to letter](#)).

Next steps (if motion approved)

The \$2.14M will be held in abeyance by Engineers Canada until April 30, 2019.

Appendices

See consultation section.



January 10, 2019

Sent VIA Email

Engineers Canada
300-55 Rue Metcalfe Street
Ottawa, ON
K1P 6L5

Dear Mr. Gerard McDonald:

Subject: Onboarding of Professional Engineers Ontario

As per communications we recently had, Meloche Monnex Inc. ("MMI") understands that Engineers Canada ("EC") and Professional Engineers Ontario ("PEO") are having discussions in order to onboard PEO as an Eligible Association under the Insurance Affinity Agreement, that was executed between MMI and EC on January 1, 2018.

MMI also understands that PEO has asked Engineers Canada to hold in abeyance the sponsorship funds that would have flowed to PEO in 2018 until it has had a chance to address a number of peripheral concerns raised by the Attorney General of Ontario and other identified engineering bodies. As per the above noted Agreement, such a request would require the explicit approval of MMI.

In order to allow PEO or its delegated representatives adequate time to address such concerns, MMI agrees to continue the discussions with EC and PEO until April 30, 2019, with the objective of onboarding PEO as an Eligible Association as defined in the Insurance Affinity Agreement at that time.

Yours truly,

Anna Kavanagh
Vice President, Affinity Market Group



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BRIEFING NOTE: For information

Report of the Funding Task Force	4.3
Purpose:	Draft report of the Funding Task Force
Prepared by:	Jorge Monterrosa, Controller
Presented by:	Dwayne Gelowitz, Chair and Director from APEGS

Background

The purpose of the Funding Task Force (FTF) is to:

- Review the current funding model for sustainability and fairness.
- Consult with the engineering regulators on the impacts of the current and alternative models.
- Approve the format of the staff-produced annual summary of total affinity revenues aggregated across all affinity programs received by each regulator and by Engineers Canada.
- Provide a report to the Board with alternative models and a recommended funding model.

The FTF has the following composition:

Dwayne Gelowitz	Chair and Director from APEGS
Jeff Holm	Member and Director from EGBC
Lisa Doig	Member and Director from APEGA
Jean Boudreau	Member and Director from APEGNB
Danny Chui	Member and Director from PEO
Carole Lamothe	Member and Director from OIQ
Jay Nagendran	Registrar and CEO from APEGA

Status update

The FTF met in person on December 9, 2018 to finalize the Guiding Principles and determine two models to be consulted on. The FTF met January 14, 2019 via teleconference to finalize the draft report prior to consultation.

Two options have been developed and are presented for the purpose of consultation:

Recommendation 1 – Status Quo

Under this option, the TD affinity program revenue distribution and the annual assessment fee remain unchanged.

Recommendation 2 – Increased assessment fees with a redistribution of excess unrestricted reserves

Under this option, it is proposed to increase the assessment fee by 2% annually starting in 2022. TD affinity revenue will continue to be shared 51/49. Any excess funds above a predetermined balance (2,000,000 used in the model) in Engineers Canada unrestricted reserves will be distributed back to

eligible regulators in accordance with the terms of the TD affinity agreement and based on the same proportions use for the distribution of the 51% initially distributed to eligible regulators.

The report has been circulated to the regulators for review and consultation

Next steps

To consult and solicit feedback through:

- Discussion at the CEO Group meeting on February 27, 2019.
- A fulsome discussion with the Engineers Canada Board Directors at the March 1, 2019 Board meeting.
- Written responses from the regulators.

Once all of the feedback has been received, the task force will reconvene and prepare a recommendation to the Board that will be presented at its May 24th, 2019 meeting.

Appendices

Funding Task Force Recommendations for Consultation Report

Funding Task Force Recommendations for Consultation Report Appendices

Funding Task Force

Report for Consultation

Prepared by:

Dwayne Gelowitz (Chair)
Jean Boudreau
Danny Chui
Lisa Doig
Jeff Holm
Carole Lamothe
Jay Nagendran (CEO Group)

Staff Support:

Jorge Monterrosa
Heather Anderson
Marlene McCourt
Willow Guy

Date: January 14, 2019

1.	Introduction.....	1
2.	Definitions	1
3.	Terms of reference.....	2
4.	Current funding analysis.....	3
5.	Research findings	3
6.	Funding considerations	3
7.	Funding option recommendations.....	5
8.	Other considerations.....	6
9.	Next steps.....	7

Funding Task Force Consultation report

1. Introduction

1.1 The Funding Task Force (FTF) was created by Board motion #5680 on January 12, 2018. The task force was created due to concern about the amount of budgeted revenue from affinity sources and the participation and contribution from various regions.

1.2 Moved D. Brown, seconded D. Lynch:

‘THAT a task force be struck to undertake a review of the Engineers Canada funding model, including consultation with the engineering regulators, development of alternative models, and analysis of the impacts of the current and alternative models on the engineering regulators and Engineers Canada. The task force will be led by Dwayne Gelowitz and include up to five other directors, to be appointed by the Executive Committee. The task force will propose alternatives by May 2018 and provide an analysis of the impacts of the current and alternative models, and a recommended funding model by December 3, 2018.’ Carried.

1.3 The task force has the following composition:

Dwayne Gelowitz	Chair of the task force, director from APEGS
Jean Boudreau	Director from EGNB
Danny Chui	Director from PEO
Lisa Doig	Director from APEGA
Jeff Holm	Director from EGBC
Carole Lamothe	Director from OIQ
Jay Nagendran	CEO from APEGA

1.4 The task force met by teleconference and/or in person on April 3, May 9, July 25, November 7, and in person on June 19 and December 9. This status report is a summary of the nature of the deliberations and the impacts of the various approaches. This document identifies two funding options for consideration but does not provide a definitive recommendation at this time.

The task force recognizes that many stakeholders will be affected by changes to the existing policies and procedures and wishes to consult with as many of those stakeholders as possible before making a final recommendation to the Board.

2. Definitions

2.1 **Board of Directors:** The Board of Directors of Engineers Canada.

2.2 **Regulators:** The provincial and territorial associations established under law to regulate the practice of professional engineering within their respective jurisdictions, and who are the members of Engineers Canada, as defined in the Articles of Continuance.

- 2.3 **Mandate:** The functional scope of the committee/task force approved by the Board of Directors.
- 2.4 **Committee:** a body of persons appointed by the Board of Directors to assist in fulfilling Engineers Canada's purposes.
- 2.5 **Subcommittee:** A group appointed by a committee, typically composed of a sub-set of the committee membership, to assist the overall committee in completing its work.
- 2.6 **Task force:** For the purposes of this report, a task force is a subcommittee operating for a defined period with a specific task. Task forces may include members who are not members of the committee or Board that created the task force.
- 2.7 **Terms of reference:** The document that describes the purpose and scope of a committee/task force.

3. Terms of reference

3.1 Mandate

The Funding Task Force exists to review Engineers Canada's funding model to ensure that the funding model:

- 3.1.1 Is fair and equitable.
- 3.1.2 Provides best value to the engineering regulators.
- 3.1.3 Has broad support from the engineering regulators.
- 3.1.4 Provides means for adequate funding of Engineers Canada.
- 3.1.5 Provides a sustainable means of achieving the Purpose of Engineers Canada.

3.2 Products/purpose

The Funding Task Force will:

- 3.2.1 Review the current funding model.
- 3.2.2 Develop alternative funding models.
- 3.2.3 Consult with the engineering regulators on the impacts of the current and alternative models.
- 3.2.4 Approve the format of the staff-produced annual summary of total affinity revenues aggregated across all affinity programs received by each regulator and by Engineers Canada.
- 3.2.5 Provide a report to the Board with an analysis of the impacts of the current and alternative models and a recommended funding model.

3.3 Authority

The task force has authority as specifically set out in this policy or delegated by the Board. With the concurrence of the CEO, the task force may use Engineers Canada resources.

3.4 Term

3.4.1 The members of the task force are appointed until December 31, 2018. Their appointments may be renewed at that time. An extension to the term was approved at the December 10, 2018 Board meeting. The terms of task force members were extended to the end of May 2019 at which point the mandate will be completed.

4. Current funding analysis

Engineers Canada provided a funding summary identifying membership dues contributed to Engineers Canada by regulators as well as affinity funding from the TD home and auto insurance program based upon jurisdiction where the revenue was generated. The spreadsheet with this information is included in Appendix A.

For 2018, member dues total \$3,021,619 and affinity revenue from TD total \$4,301,381. As observed, affinity revenue has over the last several years become an ever-increasing percentage of Engineers Canada revenue.

5. Research findings

The Funding Task Force requested that research be completed by Engineers Canada staff to identify sources of revenue used by other similar national organizations. Initial research was conducted by searching websites and published information (such as annual reports) for the comparable organizations. Findings of the research are included in Appendix B. No significant sources of revenue other than membership fees were identified for entities researched.

Following the review and evaluation of the initial research, it was determined that a short questionnaire regarding funding models be prepared and distributed to CNAR (Canadian Network of Agencies for Regulation) members for completion and return by the end of June. The questionnaire was distributed with the assistance of CNAR and it was believed that the distribution by the organization would result in a better response rate to the request. As of the July meeting of the Funding Task Force no replies to the questionnaire had been received.

It was determined that no further research would be conducted regarding funding of other national organizations.

6. Funding considerations

6.1 Funding philosophies/concerns

The creation of the Funding Task Force was due in part to concerns from some regulators about the transparency regarding the contract and revenues generated and distributed as part of the TD affinity program. With the renegotiation of the affinity contract with TD Insurance and the significant increases in revenue, questions arose regarding the appropriateness of the significant funding of Engineers Canada through affinity revenue and whether a greater proportion of revenues generated by the affinity programs should be returned to the regulators of the jurisdiction where the revenue was generated.

One position expressed is that the affinity programs were created to help fund Engineers Canada and limit per capita funding increases to provide the services to the federation of regulators.

A second position expressed is that a greater percentage of revenue generated by affinity programs within a jurisdiction should be returned to the regulators of that jurisdiction less management costs for operating the program to Engineers Canada.

An additional concern by some regulators is the reliance of Engineers Canada upon significant affinity revenue to fund Engineers Canada operations and the risk that this may pose to the long-term sustainability of the organization.

6.2 Deliberations

Task force meetings openly discussed the issues identified previously with many commenting that it is clear historically that most of the revenue generated from affinity programs was intended to be allocated to Engineers Canada with a small portion to be allocated to each participating regulator to assist in the promotion of the program within its jurisdiction.

The task force discussed the need to maintain the current funding levels for Engineers Canada to be able to deliver the services identified within the 2019-2021 Strategic Plan. A decision resulting in an alternate distribution of affinity revenues, other than the current 51/49 split, without corresponding increases in the membership per capita would place the funding of Engineers Canada in jeopardy.

6.3 Guiding principles

A number of guiding principles were discussed and approved as part of the Task Force mandate and are included below.

- 6.3.1 **Sustainability and diversification of revenue streams:** It is the goal of this task force to propose a funding model that provides sustainable and diverse revenue streams for Engineers Canada. A robust funding model will have various revenue streams without relying on any single source of revenue, reducing risk to the organization
- 6.3.2 **Transparency:** Any funding model that is selected by Engineers Canada should be one that is clearly understood by all regulators. Openly sharing the details related to the distribution of revenues, including those generated through affinity programs, will benefit all stakeholders. Regulators will have a better understanding of revenue sources and will be able to trust and work collaboratively with Engineers Canada.
- 6.3.3 **Fairness:** Any funding model should provide the same rights and responsibilities to all participants. It is important that all stakeholders have the opportunity to participate in any arrangement and that the same terms and rates are extended to each of the participants. This may be limited by factors such as provincial regulations around insurance products.
- 6.3.4 **Collaboration:** Programs are based on the principle of benefiting participants by using the leverage that comes with working as a collective. Improved rates and terms can typically be negotiated with higher volumes. These improvements translate to lower rates for our engineering end-users as well as higher revenues for Engineers Canada and participating regulators.

7. Funding Option Recommendations

After careful consideration, two options have been developed and are presented here for the purpose of consulting with regulators to gather feedback on each of the options. Spreadsheets (Appendix C and D) of the funding models are provided to illustrate the impacts of the two recommended options proposed below.

7.1 Recommendation 1: Status quo

- 7.1.1 **Description:** Under this option, the TD affinity program revenue distribution and the annual assessment fee remain unchanged.
- 7.1.2 The current TD affinity program, with a 12-year term ending in 2030, generates revenues in the amount of 2.6% of insurance premiums purchased in the prior year. In 2018 the 2.6% core TD affinity revenues was in the amount of \$8.247 million based on 2017 insurance premiums of \$317.2 million. The revenues were then distributed with 51% going to eligible regulators and 49% going to Engineers Canada. The 51% is distributed to regulators in proportion to the underlying insurance premiums purchased by their respective membership. Under the terms of the agreement with TD, revenues may be distributed only to eligible regulators. This means that Engineers Canada cannot redistribute TD affinity program revenues to regulators that have not signed on to be part of said program (unless explicitly agreed to by both EC and TD). Under this option, Engineers Canada retains the 49% percent of TD affinity revenues regardless of the amount that said percentage represents.
- 7.1.3 The assessment fee of \$10.21 per member is to remain unchanged unless approved by a future decision of the Board of Engineers Canada.
- 7.1.4 Items for consideration under this recommendation:
 - 7.1.4.1 Some regulators have expressed a preference to maintain the assessment fee at the current amount of \$10.21. This option would satisfy that preference.
 - 7.1.4.2 Should the TD affinity program revenues increase as projected, Engineers Canada will have the ability to replenish the unrestricted reserve portion of its funds. Over time, the unrestricted reserve balance will grow to be sufficient to fund future major projects. This would reduce the likelihood of regulators having to make special contributions to fund future major projects approved by Engineers Canada Board of Directors. The level of unrestricted reserves will need to be monitored as this option sees the balance of said reserves growing steadily.
 - 7.1.4.3 TD affinity revenues are projected to grow from 41% to 49% of Engineers Canada total revenue over a 25-year period (2020 – 2045). This increases Engineers Canada’s reliance on what is already its largest single revenue stream.

7.2 Recommendation 2: Increased assessment fees with a redistribution of excess unrestricted reserves

- 7.2.1 **Description:** Under this option, it is proposed to increase the assessment fee by 2% annually starting in 2022. TD affinity revenue will continue to be shared 51/49. Any excess funds above a predetermined balance (2,000,000 used in the model) in Engineers Canada unrestricted reserves will be distributed back to eligible regulators in accordance with the terms of the TD affinity agreement and based on the same proportions used for the distribution of the 51% initially distributed to eligible regulators.
- 7.2.2 Items for consideration under this recommendation:
- 7.2.2.1 Reliance on the single largest source of revenue, TD affinity revenues, is mitigated. Due to the increase to assessment fees, the percentage of total revenues that assessment fees and TD affinity revenues make up remain largely unchanged over a 25-year period (2020 – 2045). TD affinity revenues, as a percentage of total revenues, will grow from 41% to 43% in the same 25-year period.
 - 7.2.2.2 Distributing the excess funds in Engineers Canada unrestricted reserves, above a predetermined minimum, back to the regulators will provide additional funds to eligible regulators. The model presented shows distribution of excess funds, above the \$2 million maximum in unrestricted reserves, back to eligible regulators starting in 2027 and steadily continuing through 2045.
 - 7.2.2.3 A predetermined minimum level of unrestricted reserves will provide Engineers Canada with funding for major projects required to maintain or increase capacity. In addition, the unrestricted reserves will have some capacity to absorb annual operating deficits, if approved.
 - 7.2.2.4 This recommendation proposes an annual increase to the assessment fee. Said increase is not supported by all regulators.
 - 7.2.2.5 While the reliance of Engineers Canada on TD affinity revenue is not significantly increased, TD affinity revenues will continue to be the single largest source of revenue ranging between 41% and 43% of total revenues.
 - 7.2.2.6 The distribution of excess funds in the unrestricted reserves will not benefit all regulators. Under the terms of the TD affinity agreement, funds can only be shared amongst those regulators deemed as eligible. This will leave out regulators that have not signed on to participate in the TD affinity program.

8. Other considerations

As of Jan 5, 2019 PEO has yet to make a decision on the level of participation it will have in the TD affinity program. For 2018 PEO would have been entitled to receive approximately 2 million dollars as its portion of the TD affinity revenues to be distributed to eligible regulators. PEO has been given the option of participating in the TD affinity program at any time during the 12-year term of the agreement. Until such time as PEO joins the program, any revenues that would have been distributed to them will remain with Engineers Canada. Given the uncertainty around this matter, the options and models prepared in this report exclude from Engineers Canada revenue

any TD affinity revenue that would be allocated to Engineers Canada if PEO does not become an eligible regulator. Should PEO not join the TD affinity program, the Board of Directors will have to decide how to allocate said funds.

Other funding sources discussed by the task force included the possibility of creating additional affinity programs to supplement the income of Engineers Canada while providing a benefit to the engineering membership across the country. Options for additional affinity programs discussed included car rental and hotel agreements. If the Board wished to pursue these options, Engineers Canada could be tasked with determining the feasibility of entering into such agreements.

Upon discussion with stakeholders, the task force will put forward recommendations on these items for further discussion, adoption, rejection or renegotiation.

The needs, preferences, and other factors that make a specific funding model ideal will change over time. Changes at a future time will need to be considered as required.

9. Next steps

The report will be discussed at both the CEO Group meeting on February 27, 2019 and the Board meeting on March 1, 2019. In addition, individual comments will be solicited from the regulators. Upon receipt of this input, the task force will convene to discuss the feedback obtained from stakeholders and solidify recommendations for the items identified previously and any others identified.

The final report will be submitted to the Board at its meeting of May 24, 2019.

Respectfully submitted by the Funding Task Force:

Dwayne Gelowitz (Chair)
Jean Boudreau
Danny Chui
Lisa Doig
Jeff Holm
Carole Lamothe
Jay Nagendran

Staff Support:

Jorge Monterrosa
Heather Anderson
Marlene McCourt
Willow Guy

Appendix A - Engineers Canada TD sponsorship and membership revenues by regulator:

Group Name	Membership by regulator	Total 2017 Premiums	rate	2018 TD total revenues generated	2019 TD total revenues generated per capita	Rate	EC portion of 2018 TD revenues	2018 membership fees	2018 EC revenues: TD and memberships	percentage by regulator	2018 EC revenues per capita by regulator
APEGBC	29,964							305,932	305,932	4.18%	10.21
APEGS	12,220							124,766	124,766	1.70%	10.21
APEGM	7,897							80,628	80,628	1.10%	10.21
APEGA	64,997	137,981,227	2.60%	3,587,512	55.20	1.274%	1,757,880.83	663,619	2,421,500	33.07%	37.26
APEY	951	132,501	2.60%	3,445	3.62	1.274%	1,688.06	9,710	11,398	0.16%	11.99
APEGNB	5,578	3,881,490	2.60%	100,919	18.09	1.274%	49,450.18	56,951	106,402	1.45%	19.08
PEGNL	4,884	3,882,249	2.60%	100,938	20.67	1.274%	49,459.85	49,866	99,325	1.36%	20.34
Engineers of Nova Scotia	6,644	6,439,962	2.60%	167,439	25.20	1.274%	82,045.12	67,835	149,880	2.05%	22.56
NAPEGG	1,804	223,857	2.60%	5,820	3.23	1.274%	2,851.94	18,419	21,271	0.29%	11.79
PEO	96,256	161,538,027	2.60%	4,199,989	43.63	1.274%	2,057,994.46	982,774	3,040,768	41.52%	31.59
Association of Professional Geoscientists of Ontario		1,378,880	2.60%	35,851		2.600%	35,850.88		35,851	0.49%	
Geoscientists of Nova Scotia		34,151	2.60%	888		2.600%	887.93		888	0.01%	
Engineers PEI	730	339,887	2.60%	8,837	12.11	1.274%	4,330.16	7,453	11,783	0.16%	16.14
La Société canadienne de génie civil		1,238,001	2.60%	32,188		2.600%	32,188.03		32,188	0.44%	
Students of an Engineering School		50,858	2.60%	1,322		2.600%	1,322.31		1,322	0.02%	
Ordre des Géologues du Québec		78,139	2.60%	2,032		2.600%	2,031.61		2,032	0.03%	
Ordre des ingénieurs du Québec	64,022	14,885,372		-	-	1.497%	222,834.02	653,665	876,499	11.97%	13.69
Étudiants - Ordre des ingénieurs du Québec		37,788		-		1.497%	565.69		566	0.01%	
	295,947	\$ 332,122,389		\$ 8,247,180			\$ 4,301,381	\$ 3,021,619	\$ 7,323,000	100%	

Organization	Organization - description	Total revenues	Revenue model components	number of revenue streams	Significant revenue streams (>20% of all revenues)
Canadian Alliance of Audiology and Speech-Language Pathology Regulators	CAASPR is comprised of regulatory bodies that have been established and mandated by provincial governments to regulate the practice of audiology and speech-language pathology and govern registrants in the respective jurisdictions. CAASPR's mandate is to address common regulatory issues on a national level to advance the practice and regulation of audiology and speech-language pathology in Canada. CAASPR facilitates the sharing of information and building of consensus on regulatory issues to assist member regulators in fulfilling their mandate of protecting the public interest.	\$2,820,459.00 (2016)	Membership Fees-\$2,770,240; Investment-\$43,777; Grant-\$6442	2	1
Canadian Alliance of Dental Technology Regulators		410,000 (2015)	memberships fees, Licensing	2	2
Canadian Alliance of Physiotherapy Regulators	The Canadian Alliance of Physiotherapy Regulators (CAPR) is a credentialling and assessment agency that provides Evaluation Services on behalf of our Members – the Canadian provincial and territorial physiotherapy regulators (called Colleges). On behalf of Members, CAPR reviews the education and qualifications of applicants educated outside of Canada to determine whether or not they are substantially different from those of Canadian-educated physiotherapists. For both Canadian- and internationally-educated physiotherapists, CAPR administers the Physiotherapy Competency Examination (PCE) to determine a candidate's readiness for safe, effective and independent physiotherapy practice.	\$4,995,000 (2015)	Exam Fees- \$3,764,487;p Credential Fees -\$ 754,636	5	2
Canadian Society of Medical Laboratory Science	The Canadian Society for Medical Laboratory Science (CSMLS) is the national certifying body for medical laboratory technologists and medical laboratory assistants, and the national professional society for Canada's medical laboratory professionals. CSMLS is a not-for-profit organization that is funded entirely by membership dues and revenues from goods and services.	\$3,664,187 (2017)	Membership Fees- \$1,9814,444; Certification-\$1,0536,5510	6	2

Chartered Professional Accountants Canada		\$119,200,000 (2017)	Membership Fees- 54%; all others less than 20%	4	1
Council of Ministers of Education, Canada (CMEC)		\$9,430,300 (2005)	funding agreement with Dept. Canadian Heritage	3	1
National Association of Pharmacy Regulatory Authorities (NAPRA)	<p>The National Association of Pharmacy Regulatory Authorities (NAPRA) is a voluntary association of provincial and territorial pharmacy regulatory bodies as well as the Canadian Forces Pharmacy Services. NAPRA members regulate the practice of pharmacy and operation of pharmacies in their respective jurisdictions in Canada and their primary mandate is to protect the public.</p> <p>The association provides a platform for its members to discuss issues and to take a national approach in addressing common issues in the practice of pharmacy in Canada. As a national association for the regulatory bodies for pharmacy, NAPRA's main purpose is to serve its membership and to act as a resource for the public by providing information and guidance on pharmacy regulation in Canada.</p>	\$1,811,650	Gateway Application- \$779,350; Membership Fees- \$693,804	4	2

APPENDIX C - STATUS QUO

Summary:

Model shows TD affinity revenues, as a percentage of total revenues, increasing from 37% in 2018 to 53% by 2045

	2018	2019	2020	2025	2030	2035	2040	2045
Member assessment:								
Assessment fee per member	10.21	10.21	10.21	10.21	10.21	10.21	10.21	10.21
Members	302,742	299,314	305,301	337,077	372,160	410,895	453,661	500,878
Total assessment fees revenue	\$ 3,091,000	\$ 3,056,000	\$ 3,117,120	\$ 3,441,552	\$ 3,799,752	\$ 4,195,233	\$ 4,631,876	\$ 5,113,966
TD Affinity revenue	4,041,118	4,202,763	4,370,873	5,317,836	6,469,960	7,871,696	9,577,121	11,652,033
Other affinity revenue	1,918,004	1,787,874	1,859,389.25	2,262,231.33	2,752,350.31	3,348,655.00	4,074,150.82	4,956,827.42
Other revenue	1,751,000	1,267,999	1,293,359	1,427,973	1,576,597	1,740,691	1,921,863	2,121,892
Total revenue	\$ 10,801,122	\$ 10,314,636	\$ 10,640,741	\$ 12,449,592	\$ 14,598,660	\$ 17,156,275	\$ 20,205,012	\$ 23,844,718
Total revenue per member	\$ 35.68	\$ 34.46	\$ 34.85	\$ 36.93	\$ 39.23	\$ 41.75	\$ 44.54	\$ 47.61
Assessment fees as percentage of total revenue	29%	30%	29%	28%	26%	24%	23%	21%
TD affinity revenue as percentage of total revenue	37%	41%	41%	43%	44%	46%	47%	49%
Operating Budget	\$ 10,800,000	\$ 10,315,000	\$ 10,521,300	\$ 11,616,365	\$ 12,825,406	\$ 14,160,285	\$ 15,634,098	\$ 17,261,308
Total revenues as a percentage of operating budget	100%	100%	101%	107%	114%	121%	129%	138%
Total revenues in excess of operating budget	\$ 1,122	-\$ 364	\$ 119,441	\$ 833,227	\$ 1,773,254	\$ 2,995,990	\$ 4,570,914	\$ 6,583,410
Estimate annual capital budget	\$ (47,500)	\$ (50,000)	\$ (55,204)	\$ (60,950)	\$ (67,293)	\$ (74,297)	\$ (82,030)	\$ (82,030)
Estimate average expenditures on major projects	\$ (1,020,000)	\$ (300,000)	\$ (331,224)	\$ (365,698)	\$ (403,761)	\$ (445,784)	\$ (492,182)	\$ (492,182)
Estimate change to unrestricted reserves	\$ (1,067,864)	\$ (230,559)	\$ 446,798	\$ 1,346,606	\$ 2,524,936	\$ 4,050,832	\$ 6,009,198	\$ 6,009,198
Estimate Opening balance of unrestricted reserves	\$ 1,032,000	\$ (35,864)	\$ 86,875	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Estimate Ending balance of unrestricted reserves	\$ (35,864)	\$ (266,423)	\$ 533,674	\$ 3,346,606	\$ 4,524,936	\$ 6,050,832	\$ 8,009,198	\$ 8,009,198

Model Assumptions:

EC budget change per year (operating and capital)	2%	reflecting CPI increase with the conscious decision to maintain operating budget at current size and purchasing power
TD Affinity revenue change per year	4%	assumed growth rate (2% membership growth, 2% CPI)
Other affinity revenue change per year	4%	assumed growth rate
Other revenue change per year	2%	Consistant with expected change in budget
Assessment fee change per year	0%	fixed at \$10.21/member
Total members change per year	2%	assumed growth rate
Estimate average spending on major projects	300,000	annual evarage spending on major projects based on historical spending
Estimate average spending on capital budget	50,000	Starting in 2020 - adjusted at 2% CPI
PEO designated funds from the TD affinity program that Engineers Canada would receive, as a result of PEO not joining the program, are not included in this model		
Subsequent TD affinity agreements beyond 2030 assumed to have similar terms to the current agreement		

APPENDIX D - 49/51 TD AFFINITY REVENUE DISTRIBUTION WITH INCREASED ASSESSMENT FEE

Summary:

Model shows TD affinity revenues, as a percentage of total revenues, increasing from 37% in 2018 to 47% by 2045

	2018	2019	2020	2025	2030	2035	2040	2045
Member assessment:								
Assessment fee per member	10.21	10.21	10.21	11.05	12.20	13.47	14.87	16.42
Members	302,742	299,314	305,301	337,077	372,160	410,895	453,661	500,878
Total assessment fees revenue	\$ 3,091,000	\$ 3,056,000	\$ 3,117,120	\$ 3,725,247	\$ 4,541,055	\$ 5,535,521	\$ 6,747,769	\$ 8,225,493
TD affinity revenue	4,041,118	4,202,763	4,370,873	5,317,836	6,469,960	7,871,696	9,577,121	11,652,033
Other affinity revenue	1,918,004	1,787,874	1,859,389	2,262,231	2,752,350	3,348,655	4,074,151	4,956,827
Other revenue	1,751,000	1,267,999	1,293,359	1,427,973	1,576,597	1,740,691	1,921,863	2,121,892
Total revenue	\$ 10,801,122	\$ 10,314,636	\$ 10,640,741	\$ 12,733,287	\$ 15,339,963	\$ 18,496,563	\$ 22,320,905	\$ 26,956,246
TD affinity revenue per member	13.35	14.04	14.32	15.78	17.38	19.16	21.11	23.26
Other affinity revenue per member	6.34	5.97	6.09	6.71	7.40	8.15	8.98	9.90
Assessment fee per member	10.21	10.21	10.21	11.05	12.20	13.47	14.87	16.42
Other revenue per member	5.78	4.24	4.24	4.24	4.24	4.24	4.24	4.24
Total revenue per member	\$ 35.68	\$ 34.46	\$ 34.85	\$ 37.78	\$ 41.22	\$ 45.02	\$ 49.20	\$ 53.82
Assessment fees as percentage of total revenue	29%	30%	29%	29%	30%	30%	30%	31%
TD Affinity revenue as percentage of total revenue	37%	41%	41%	42%	42%	43%	43%	43%
Operating Budget	\$ 10,800,000	\$ 10,315,000	\$ 10,521,300	\$ 11,616,365	\$ 12,825,406	\$ 14,160,285	\$ 15,634,098	\$ 17,261,308
Total revenues as a percentage of operating budget	100%	100%	101%	110%	120%	131%	143%	156%
Total revenues in excess of operating budget	\$ 1,122	-\$ 364	\$ 119,441	\$ 1,116,921	\$ 2,514,557	\$ 4,336,278	\$ 6,686,807	\$ 9,694,938
Estimate annual capital budget		\$ (47,500)	\$ (50,000)	\$ (55,204)	\$ (60,950)	\$ (67,293)	\$ (74,297)	\$ (82,030)
Estimate average expenditures on major projects		\$ (1,020,000)	\$ (300,000)	\$ (331,224)	\$ (365,698)	\$ (403,761)	\$ (445,784)	\$ (492,182)
Estimate change to unrestricted reserves		\$ (1,067,864)	\$ (230,559)	\$ 730,493	\$ 2,087,909	\$ 3,865,224	\$ 6,166,725	\$ 9,120,726
Estimate Opening balance of unrestricted reserves		\$ 1,032,000	\$ (35,864)	\$ 491,896	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Estimate Ending balance of unrestricted reserves		\$ (35,864)	\$ (266,423)	\$ 1,222,389	\$ 4,087,909	\$ 5,865,224	\$ 8,166,725	\$ 11,120,726
Desired Unrestricted funds level		\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Excess balance in unrestricted funds to be distributed		\$ -	\$ -	\$ -	\$ 2,087,909	\$ 3,865,224	\$ 6,166,725	\$ 9,120,726
Percentage of EC TD affinity revenues redistributed back					32%	49%	64%	78%

Model Assumptions:

EC budget change per year (operating and capital)	2%	reflecting CPI increase with the conscious decision to maintain operating budget at current size and purchasing power
Affinity revenue change per year	4%	assumed growth rate (2% membership growth, 2% CPI)
Other affinity revenue change per year	4%	assumed growth rate
Other revenue change per year	2%	Consistent with expected change in budget
Assessment fee change per year	2%	to start in 2022 to provide regulators time to prepare for increase
Total members change per year	2%	assumed growth rate
Estimate average spending on major projects	300,000	annual average spending on major projects based on historical spending
Estimate average spending on capital budget	50,000	Starting in 2020 - adjusted at 2% CPI
PEO designated funds from the TD affinity program that Engineers Canada would receive, as a result of PEO not joining the program, are not included in this model		
Subsequent TD affinity agreements beyond 2030 assumed to have similar terms to the current agreement		
Excess balance in unrestricted funds to be distributed can only be distributed back to eligible regulators per affinity agreement		

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BRIEFING NOTE: For decision

Objectives for the Chief Executive Officer		4.4
Purpose:	To approve objectives for the CEO for 2019.	
Motion(s) to consider:	THAT the Board of Directors approve the 2019 Objectives for the Chief Executive Officer.	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Stephanie Price, Executive VP Regulatory Affairs and Corporate Secretary	
Presented by:	Russ Kinghorn, Chair of the Compensation Committee	

Problem/issue definition

- Policy 4.7, Monitoring of CEO establishes the procedure for evaluating the CEO’s performance and for providing feedback and guidance to the CEO.
- The CEO is required to have annual objectives on which performance can be measured. The attachment describes the objectives that are proposed for 2019.

Proposed action/recommendation

- Approval of the proposed 2019 objectives for the CEO.

Other options considered:

- None

Risks

- The objectives set the expectations of performance from the Board. Lack of objectives leads to ambiguity and uncertainty of direction and focus. This absence of clarity causes confusion and frustration amongst staff and for regulators. Establishing transparent objectives will mitigate this risk.

Financial implications

- The establishment of objectives and measures will allow the CEO’s performance award to be determined and rationalized.

Benefits

- An engaged CEO who understands what is required to be successful and who is able to motivate and guide staff to drive performance and results.
- Clarity for directors, regulators, and staff on the expectations for the CEO.

Consultation

- These objectives were developed with reference to the strategic plan, business plan and budget, and consultation and input from the CEO and members of the Compensation Committee.

Next steps (if motion approved)

- Share objectives with the CEO
- At year's end, select interviewees and conduct the evaluation.

Appendices

- 2019 CEO objectives

Objectives for the Chief Executive Officer – 2019

The following series of considerations may be used by the Compensation Committee to provide the basis for the evaluation of the performance of Engineers Canada’s Chief Executive Officer. It covers the period January 1, 2019 until December 31, 2019.

It is proposed the evaluation utilize a numerical assessment system as follows:

1. **Unacceptable:** Performance is below accepted levels
2. **Needs Improvement:** Fails to meet one or a few expectations
3. **Satisfactory:** Performance is adequate in carrying out the duties of the position
4. **Excellent:** Performance is exceptional – it exceeds standards or expectations

Achievement of strategic objectives

- **Strategic priority 1: Accreditation Improvement Program**
 - Release of the new data management system for the collection of enrolment and degrees awarded data.
 - Training for all affected stakeholders
- **Strategic priority 3: Recruitment, retention, and the professional development of women in the engineering profession**
 - Publish baseline data—out to 2030—that accurately models our current understanding of the percentage of women on the engineering pathway.
 - Establish new goals for each aspect of the expanded mandate.
 - Develop new action plans for each aspect of the expanded mandate.
 - Achieve early wins by May 2019.
- **Strategic priority 4: Competency-Based Assessment Project**
 - The online competency-based assessment system is available in English for any regulator that wishes to participate
- **Operational imperative 2: Facilitating and fostering working relationships between and among the regulators**
 - 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.
 - Support the national officials’ groups and their initiatives.

- **Operational imperative 5: Advocating to the federal government**
 - Submit a new strategy for this portfolio to the Board, complete with analysis and rationale.
- **Operational imperative 6: Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession**
 - Commence work on an analysis, rationale, and recommended new strategy for this portfolio.
- **Operational imperative 7: Managing risks and opportunities associated with mobility of work and practitioners internationally**
 - Provide regulators the history, criteria, and implications of all current international mobility agreement and commence work on the analysis, rationale, and recommended new strategy for this portfolio.
- **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**
 - Commence work on analysis, rationale, and recommended new strategies for this portfolio.
- **Operational imperative 9: Promote diversity and inclusion in the profession that reflects Canadian society**
 - Submit a new strategy on this portfolio to the Board (primarily focused on Indigenous strategy), complete with analysis and rationale.
- **Space Program**
 - Roll-out of Skype for Business
 - Implement new information architecture
- **Governance, Strategic Planning, and Consultation Project (GSPC)**
 - Complete consultations on Governance 2.0 proposals.
 - Develop and implement necessary policy and bylaw changes to enact those improvements.
 - Complete report on proposed consultation process for our products, programs, and services with our regulators.
- **Awards Program review**
 - Submit an analysis, rationale, and recommended strategy to the Board on how best to align EC's awards program with its strategic objectives.

Organizational stability

- Maintain and improve commitment to Excellence, Innovation and Wellness standard.
- Conduct employee engagement survey and develop action plan to address results.

Financial and operational management

- Meet 2019 budget and provide appropriate reporting on operational plan.
- Develop and obtain Board approval of 2020 budget and operational plan (including multi-year forecast approach).
- Implement new financial management system
- All operational committees are reassessed, including whether or not each one is needed
- Commence development of a volunteer management system in the context of an HR information system.

BRIEFING NOTE: For decision

Board policy manual	4.5
Purpose:	To approve policies to be included in the Board policy manual
Motion(s) to consider:	<p>THAT the Engineers Canada Board approve the following policies:</p> <ul style="list-style-type: none"> a) Policy 1.3 Purpose of Engineers Canada (attachment) b) Policy 4.1 Board responsibilities (attachment) c) Policy 4.12 Board self-assessment (attachment) d) Policy 4.13 Individual director assessment (attachment) e) Policy 4.5 CEO Group Advisor to the Board (attachment) f) Policy 6.7 Finance committee terms of reference (attachment) g) Policy 6.8 Governance committee terms of reference (attachment) h) Policy 7.1 Board, committee, and other volunteer expenses (attachment) i) Policy 7.2 Board relationship with the Canadian Federation of Engineering Students (attachment) j) Policy 7.3 Board relationship with the National Council of Deans of Engineering and Applied Science (attachment) k) Policy 9.2 Board approved documents – Qualifications Board documents (attachment) l) Policy 9.3 Board approved documents – National position statements (attachment)
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Stephanie Price, Executive VP Regulatory Affairs and Corporate Secretary
Presented by:	Russ Kinghorn, Chair of the Governance Committee

Problem/issue definition

- The Governance Committee is working to re-establish a complete set of policies. 48 policies have been approved, and seven new ones are presented today, along with four revisions to capture improvements.
- Seven new policies were added to address gaps:
 - Policy 1.3, Purpose of Engineers Canada, re-states the Purposes approved by the Members and contained in the Articles of Continuance
 - Policy 4.12, Board self-assessment,
 - Policy 4.13, Individual director assessment,
 - Policy 6.7, Finance committee terms of reference, codifies expectations for this new committee

- Policy 7.2, Board relationship with the Canadian Federation of Engineering Students
- Policy 7.3, Board relationship with the National Council of Deans of Engineering and Applied Science
- Policy 9.3, Board-approved documents – National positions statements, clarifies responsibilities of the Board and the process used to develop these statements
- Four existing policies/documents have been improved:
 - Policy 4.1, emphasizes that directors must act to represent the regulators *as a whole*
 - Policy 6.8, is updated to reflect current practices and remove Carver references and ways of working
 - Policy 7.1, is changed to introduce limits for volunteer expenses in keeping with best practices of other organizations like our own regulators
 - Policy 9.2 is updated to show the CEQB’s consultation process

Proposed action/recommendation

- Approve all policies

Other options considered:

- None

Risks

- Operating without a full set of policies introduces legal and compliance risks for the organization.

Financial implications

- There are potential costs and/or additional resources that could be associated with following the procedures described in these policies:
 - Policy 4.12, Board self-assessment: costs to hire consult to conduct assessments
 - Policy 4.13, Individual director assessment: costs to hire consult to conduct assessments
- Policy 7.1 established limits for volunteer expenses and could result in cost savings.

Benefits

- Provides clarity to the engineering regulators regarding how their organization runs and is governed.

Consultation

- The Governance and Finance committees relied on the input of Engineers Canada staff in the development of these policies.

Next steps (if motion approved)

- Policies to be added to Board Policy Manual and posted on Engineers Canada’s public website.

Appendices

- All proposed policies are attached.

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1 Introduction and background

1.3 Purposes of Engineers Canada

Date of adoption:

Review period: Annual

Date of latest amendment:

Date last reviewed:

The Purposes define and constrain all activities undertaken by Engineers Canada. They are part of the *Articles of Incorporation*, and as such they are one of the key corporate governance documents. The strategic and operational plans are written to align precisely with the Purposes.

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 and fostering working relationships between and amongst 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 engineering 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.

The Purpose of Engineers Canada can be found on the website at:

<https://engineerscanada.ca/about/governance/policies-documents-and-resources>

4 Role of the Board

The Board will conduct its activities in a manner that emphasizes strategic leadership, proactivity, long term impacts, and a clear distinction between the Board and staff roles and responsibilities.

4.1 Board responsibilities

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

Review period: Annual

Date of latest amendment: April 9, 2018 (Motion #5693)

Date last reviewed: April 9, 2018

The responsibilities of the Board of Engineers Canada are:

- To provide ongoing strategic direction for Engineers Canada as a whole.
- To ensure appropriate financial and risk management is in place at all times to protect the organization.

The Board shall ensure that Engineers Canada achieves its purposes in a manner that meets the expectations of the regulators. The Board is accountable for the organization and acts on behalf of the engineering regulators as a whole.

To achieve this goal, in collaboration with the regulators, the Board shall:

1. Hold itself, Directors, and its direct reports accountable by:
 - 1.1. Establishing and using competency profiles for Directors and all committee chairs, as well as for the Board as a whole.
 - 1.2. Managing the CEO and committee chairs through the use of competency profiles and performance measurement against the achievement of the operational and strategic plans.
2. Sustain a process to engage with regulators through regular communication that facilitates input, evaluation, and feedback.
3. Provide ongoing, appropriate strategic direction:
 - 3.1. Develop an annually updated, three-year strategic plan that considers emerging trends and challenges.
 - 3.2. Ensure that annual operational plans and budgets are developed that specify the actions and resources necessary to achieve the strategic plan
 - 3.3. Ensure the use and continuous improvement of a process to track, report, and, when necessary, correct, performance against set objectives of:
 - 3.3.1. The strategic plan, and
 - 3.3.2. Operational plans

4. Ensure the development and periodic review of Board policies.
5. Ensure the CEO maintains and acts on a robust, effective risk management system which reflects the Board's risk tolerance level and directs Board-approved mitigation strategies.
6. Provide orientation of new members and continuing Board development to Directors and others who work closely with the Board.
7. Maintain a relationship with key stakeholder organizations as outlined in policies 7.2 *Board relationship with the Canadian Federation of Engineering Students*, 7.3 *Board relationship with the National Council of Deans of Engineering and Applied Science*, and 7.4 *Board relationship with other organizations*.

4 Role of the Board

The role of the Board is to provide strategic direction and ensure appropriate financial and risk management for the organization. The Board shall provide this leadership with due consideration of long term impacts, and a clear distinction between the Board and staff roles and responsibilities.

4.5 CEO Group Advisor to the Board responsibilities

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

Review period: Annual

Date of latest amendment: xxx

Date last reviewed: March 1, 2018

The Board is comprised of Directors and a CEO Group Advisor (“the Advisor”) collectively referred to as Board Members. The responsibilities of Directors are set out in Policy 4.2 *Director responsibilities*.

1. The CEO Group Advisor’s purpose is to provide a key linkage between Engineers Canada and the CEO Group.
2. The Advisor shall be a member of the CEO Group, selected by that group.
3. The Advisor may delegate a representative to attend on his/her behalf.
4. The Advisor’s purpose is to:
 - a) Know the business of Engineers Canada.
 - b) Be informed of issues affecting, or likely to affect, Engineers Canada and the CEO Group.
 - c) Provide advice to the Board on behalf of the CEO Group.
 - d) Make recommendations, provide information, and/or raise issues that the CEO Group believes the Board should consider.
 - e) Communicate the views, activities, decisions, and plans of the Board to the CEO Group.
 - f) Participate actively in the work of the Board, including by serving on committees or task forces as requested.
 - g) Contribute to the Board’s decision-making process by:
 - i. Discussing all matters freely and openly at Board meetings.
 - ii. Working towards achieving a consensus that respects divergent points of view and is in the collective interest of Engineers Canada and the regulators.
 - iii. Respecting the rights, responsibilities, and decisions of regulators and other organizations.

4 Role of the Board

The Board will conduct its activities in a manner that emphasizes strategic leadership, proactivity, long term impacts, and a clear distinction between the Board and staff roles and responsibilities.

4.12 Board self-assessment

Date of adoption:

Review period: Annual

Date of latest amendment:

Date last reviewed: New policy

Assessing Board effectiveness is an important governance responsibility. The purpose of Board self-assessment is to give all Board members an opportunity to evaluate and discuss the Board's performance with candor and from multiple perspectives. The ultimate objectives are greater efficiency in the use of the Board's time and increased effectiveness of the Board as a governing body.

4.12.1 Self-assessment process

Three assessment processes are to be used by the Board:

1. a short meeting assessment, conducted at the end of each meeting,
2. an electronic survey after each meeting, and
3. a more detailed annual survey of board performance.

4.12.1.1 Meeting assessment

At the end of each meeting, the Chair will ask that the meeting move in-camera. The attendees will include the directors, the direct reports (CEO, and Chairs of the CEAB and CEQB), the CEO Group advisor to the Board, and the Corporate Secretary. The objective is to engage participants in a healthy discussion about the quality of the meeting and the decisions taken.

In addition, an electronic meeting satisfaction survey will be sent to all participants following each Board meeting.

4.12.1.2 Annual survey of the Board

The annual survey of the Board provides the opportunity to look internally at the Board itself, reflect on Board members' individual and shared responsibilities, identify different perceptions and opinions among Board members, and determine areas of responsibility that need attention. Board self-assessment should not be judgmental or focus only on weaknesses and negative aspects. Instead, it should help the Board with succession planning and governance improvements.

The annual survey of the Board's effectiveness shall be the responsibility of the Executive Committee. The survey will be conducted through an anonymous questionnaire. The following process will be used:

1. In November, the Executive Committee shall agree upon the structure and content of the questionnaire.
2. The proposed questionnaire will be presented to the Board at the Winter (February) Board meeting for review and approval.
3. The questionnaire will be distributed after the Winter meeting and Board members shall complete the questionnaire within two weeks of receipt.
4. Results will be tabulated and analyzed and a Board Assessment Report will be prepared.
5. The report will be presented to the Board at its Spring (May) meeting.
6. The Board will discuss the report and decide if changes to policies, procedures, or practices are required.
7. The incoming Past-President will oversee the implementation of any agreed-upon improvements.

Opinions and comments expressed during the process will not be attributed to individual board members but should be shared in the aggregate report.

4 Role of the Board

The Board will conduct its activities in a manner that emphasizes strategic leadership, proactivity, long term impacts, and a clear distinction between the Board and staff roles and responsibilities.

4.13 Individual Director assessment

Date of adoption:

Review period: Annual

Date of latest amendment:

Date last reviewed: New policy

The purpose of Director assessment is to support the development of individual directors, help them enhance their contribution to the Board, and enable them to have a more positive experience as an Engineers Canada director. The individual Director evaluation process is conducted with the goals of:

1. providing Board members with an opportunity to reflect on their contribution, and to receive feedback from their peers;
2. determining actions that can be taken to increase the value of director contributions; and,
3. informing the President-elect of the strengths, weaknesses, abilities and desires of individual Board members they will be leading in the coming year.

4.13.1 Assessment process

Three assessment processes are to be used by the Board:

1. an ongoing tabulation of attendance at Board, committee, and task force meetings (to be included in every Board agenda book),
2. a self-assessment, to be completed by all directors on an annual basis, and
3. a peer assessment, to be completed in alternate years for half of the Board complement.

The peer- and self-assessments will be by electronic survey.

Both self- and peer-assessments shall be the responsibility of the Executive Committee. The following process will be used:

1. In November, the Executive Committee shall prepare draft questionnaires for both the self- and peer-assessments.
2. The proposed questionnaires will be presented to the Board at the Winter (February) Board meeting for review and approval.
3. The questionnaires will be distributed after the Winter meeting and directors shall complete the questionnaire(s) within two weeks of receipt.
4. Directors will be peer-reviewed in years one and three of their first mandate, and year two of their second mandate. Directors not being re-nominated will not be peer-reviewed in the final year of their mandate unless they specifically request it.

5. All Directors will be asked to peer review all colleagues who are subject to the process in any given year.
6. Results will be tabulated for each individual director and reviewed by the President-elect.
7. The President-elect arranges individual meetings or phone conversations with directors to discuss the results. The agenda for these meetings may include:
 - Discussion of past performance, level of contribution, areas for improvement, and potential supports required by the director (e.g. training);
 - Identification of the director's interests in future Board activities, as well as succession opportunities; and
 - An outline of next steps or agreement on an action plan.
8. The President-elect may present the overall implications of these conversations to the Executive Committee to inform the nomination process for Board committees and to the Past-President to inform the nomination process for President-elect.

Notwithstanding the above, discussions between the President-elect and individual directors are to be considered confidential.

6 Engineers Canada Board committees and task forces

6.7 Finance Committee Terms of Reference

The Finance Committee (“the committee”) is a standing committee established by the Board. The purpose of the committee is to assist the Board in meeting its fiscal and risk management responsibilities through the provision of advice with respect to financial policies and issues affecting the organization.

Purpose and products

The committee will:

1. Review the annual budget, ensuring that the budget is consistent with Board priorities and does not risk fiscal jeopardy, and recommend for approval to the Board the annual budget.
2. Review and update the Board—quarterly financial results and forecast.
3. Review and update the Board—other finance related matters such as:
 - a. financial internal controls
 - b. finance-related policies and procedures
4. Review and recommend changes to the investment policy to the Board.
5. Review and update the Board—risk management matters.
6. To assist the CEO, as requested, through the provision of advice on financial operating issues.

Authority:

The committee may consider and provide feedback relating to matters forwarded by management, or the Board, or on its own initiative, and:

- May approve matters which are administrative and non-substantive in nature, such as those customary made to confirm the accuracy and completeness of the Committee's own minutes, conduct all or a portion of the committee's meetings in camera, and approve the committee's meeting agenda and changes to the agenda.
- May refer matters to another committee of the Board for further consideration; and
- May make recommendations for approval of the Board on matters of a substantive nature, such as finance and investment policy review and development.

Composition:

The Committee's composition shall enable it to function efficiently. The Committee is comprised of:

- One director as the Committee Chair
- Four other Board Directors

As necessary to complete the workload of the committee, the Board may appoint additional members.

Quorum:

Quorum is to be constituted by any three members of the committee that are also Engineers Canada Board members.

Term:

The members of the committee are appointed until June 2019. Their appointments may be reviewed at that time.

Engineers Canada's Executive committee will appoint committee members as required

6 Engineers Canada Board committees and task forces

6.8 Governance Committee terms of reference

Date of adoption: April 9, 2018 (motion 5693)
Date of latest amendment: March 1, 2019

Review period: Annual
Date last reviewed: April 9, 2018

The Governance Committee enhances the Board's effectiveness and efficiency on matters relating to Board governance principles and policies.

Purpose/products

The Governance Committee maintains policies and practices that support effective governance and board operations. They are responsible for:

1. Maintaining board policies: creating new policies and conducting regular reviews of existing policies.
2. Maintaining a board policy manual, which includes all policies as well as relevant background for new directors and regulators.
3. Conducting a periodic evaluation of the effectiveness of Engineers Canada's governance.
4. Providing suggestions for Board and director education regarding governance.
5. Maintaining an overview of the governance system, and a means of informing regulators and other stakeholders of the system.

Authority

The Governance Committee has the following authority:

6. 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.
7. To request information from Engineers Canada staff as required for the efficient conduct of its purposes.
8. To use staff resources as required for administrative support of the committee.

Composition

The composition of the Governance Committee ensures continuity. The Committee is comprised of:

- A chair (the past President of the Board or his/her designate)
- Four (4) Board Directors, one of whom is the President
- As necessary to complete the workload of the committee, the Board may appoint additional members.
- Three voting members of the Governance Committee constitute a quorum.

The Engineers Canada Board appoints the members of the Governance Committee for a one-year term. Members may be re-appointed. Reappointment of the members and staggered terms of office are desirable elements.

7 Board policies

7.1 Board, committee, and other volunteer expenses

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

Review period: Annual

Date of latest amendment:

Date last reviewed:

This policy applies to Engineers Canada Board members, Board committee members, and other volunteers (collectively, “volunteers”) who travel and/or incur **travel-related expenses**, including to attend or participate in meetings, events, and conferences (“Events”) in the course of carrying out Engineers Canada business.

The purpose of this Policy is to ensure volunteers have a clear understanding of the guidelines, policy, and procedures around travel and the incursion of travel-related expenses, including the kind and method of business travel that is considered appropriate, in what circumstances pre-approval is required, and how travel-related expenses should be claimed.

7.1.1 Applicable situations for board and committee members

1. Volunteers shall be reimbursed for reasonable costs associated with travel for Engineers Canada business.
2. Other than the President, expenses incurred for volunteer’s attendance at meetings of regulators for which the Board director is the appointed director shall not be reimbursed.
3. Expenses for the President’s guest (or for the guest of the President’s designate when the President is unable to attend) will be reimbursed whenever the President or designate attends a regulator annual meeting, annual general meeting, or Geoscientists Canada annual meeting where guests are invited.
4. Travel expenses for the guest of Board members may be reimbursed for attendance at only the annual meeting of members and the Board retreat.
5. Transportation will be reimbursed as appropriate for the situation.

7.1.2 Applicable situations for regulator presidents

1. Upon request, Engineers Canada shall reimburse (in accordance with this policy) travel-related expenses in excess of \$1,500 for presidents of regulators with less than 2,500 registrants to attend Board meetings to which presidents are invited to attend.

7.1.3 Approval

1. Within Canada, pre-approval by the Chief Executive Officer (“CEO”) is required before making travel arrangements, unless the travel is included in Engineers Canada’s approved budget. This includes, but is not limited to, all major Board meetings.

2. For international travel, pre-approval by the Chief Executive Officer (“CEO”) shall be required for all volunteers before making travel arrangements, unless the travel is included in Engineers Canada’s approved budget.
3. Volunteers shall follow the standards set out in the Acceptable Travel-Related Expenses section and are individually responsible for complying with this policy and are expected to exercise good business judgment when determining travel plans.

7.1.4 Acceptable travel-related expenses

7.1.4.1 Airfare

1. Tickets should be purchased as early as possible to take advantage of the lowest fares.
2. Lowest Economy class airfare that allows for one piece of checked luggage should be used where available and practical (Air Canada Flex, WestJet Econo).
3. When flying time is six (6) hours or more for any single leg of the trip, purchasing lowest cost business class fare is permitted.
4. Checked and carry-on baggage fees and trip-cancellation insurance eligible for reimbursement.

7.1.4.2 Rail

1. Tickets should be purchased as early as possible to take advantage of the lowest fares.
2. The standard for rail travel is business class.

7.1.4.3 Rental vehicles

1. Volunteers may travel by rental vehicle when it is more cost-effective or efficient than air, train, taxis, or personal vehicles (e.g. short trips, or where sharing makes renting a vehicle more attractive), including:
 - a. Where taxi/limousine service is not available or cost effective; or
 - b. Location of the event is not easily accessible from a major airport; or
 - c. Large quantities or materials are being delivered to an event location by the volunteer.
2. Volunteers who travel by rental vehicle shall be reimbursed for collision insurance and gasoline. The approved car rental category is mid-size, although free upgrades are permitted. When necessary, larger vehicles or vehicles with special requirements may be rented to transport excess baggage OR large items such as displays, or to accommodate medical reasons.
3. If, due to personal preference, a traveller opts to rent a vehicle instead of using other means of transport, the maximum amount payable will be the equivalent of taxi fare to and from the airport to the meeting location.

7.1.4.4 *Personal vehicles*

1. Personal vehicles may be used when overall economy is ensured.
2. Volunteers who travel by personal vehicle may claim the kilometric rate in effect at the time of travel or the equivalent of the total travel costs of economy airfare, whichever is less. Engineers Canada is not responsible or liable for any costs or damages incurred above and beyond the rate per kilometer reimbursement. It is the responsibility of the individual volunteer to ensure adequate insurance coverage for business use of personal vehicles.

7.1.4.5 *Tolls and tickets*

1. All parking and toll claims when vehicle travel has been authorized will be reimbursed.
2. Traffic violations incurred while travelling on Engineers Canada business are not eligible for reimbursement.

7.1.4.6 *Accommodations*

1. Engineers Canada will pay for accommodations directly or reimburse accommodation for costs reasonable for the situation.
2. Where meetings are arranged by Engineers Canada, group rates shall be secured and travellers advised accordingly. Original hotel invoices should be submitted with expense claims.
3. If the traveller makes arrangements to reside in accommodation other than in a hotel, reasonable expenses will be reimbursed provided the overall expenses do not exceed the cost of hotel accommodation as secured through Engineers Canada group rates, if applicable.
4. When private accommodation is provided to a volunteer without charge, a gift of appreciation other than cash to the host may be provided, with the pre-approval of the Volunteer's direct supervisor. The maximum value of such gift is \$50.

7.1.4.7 *Meals*

1. Volunteers may, during business travel, incur the costs of meals. Meals will be reimbursed within the following limits (tax and gratuities included):
 - Breakfast - \$25.00 per person
 - Lunch - \$35.00 per person
 - Dinner - \$55.00 per person
2. Individual meal limits on a given day may be exceeded provided the total cost of meals claimed does not exceed the total allowable amount for the number of meals that could be claimed.
3. If alcohol is purchased as part of a meal, it must fall within the limits stated above.
4. If a meal is included in the cost of an event, transportation or accommodation or is already being provided by Engineers Canada (e.g. if breakfast is provided as part of a conference), the volunteer will not be reimbursed.

5. Exceptions can be granted in limited circumstances depending on location of travel.
6. Receipts for all meals must be attached to the expense claim form.

7.1.4.8 Spousal or partner travel

1. Expenses for partners or guests of volunteers will not normally be reimbursed, unless as stipulated in 7.1.1 4. above.

7.1.4.9 Child care expenses

1. Reasonable additional expenses for child care services are reimbursed when such services are specifically required by persons travelling on Engineers Canada business. The maximum amount payable to any traveller in a calendar year shall be limited to \$1,500.

7.1.4.10 Medical insurance

1. Engineers Canada will reimburse travellers who are travelling internationally for any additional medical coverage purchased to ensure medical protection while on Engineers Canada business. Costs for shots required for international travel will also be reimbursed.

7.1.4.11 Travellers accident insurance

1. Any claim made by or on behalf of a traveller under Engineers Canada's travellers accident insurance policy for accidental injury or death must be presented to the insurer by Engineers Canada within 30 days of the accident. A claim must have medical evidence from a licensed physician selected by Engineers Canada and be in agreement with a licensed physician as selected by the insurer. Claimants must communicate and comply in a timely manner to enable Engineers Canada time to present the claim to the insurer.

7.1.4.12 Combining personal with business travel

1. Personal travel may be combined with Engineers Canada business travel provided there is no additional cost to Engineers Canada.

7.1.5 Expense reimbursement

1. Expenses shall be reimbursed within 30 days of receipt of the approved expense claim when proper documentation including required original receipts has been provided.
2. Claims should be made within 14 days of travel. Engineers Canada will not reimburse for claims received more than three months from the date of travel.

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7 Board policies

7.2 Board relationship with the Canadian Federation of Engineering Students

Date of adoption:

Date of latest amendment:

Review period: Annual

Date last reviewed:

The Canadian Federation of Engineering Students ([CFES](#)) is the national organization that represents engineering students in Canada. They provide annual conferences and competitions as networking events for students that inspire innovation and foster the development of leadership, professional and ethical qualities, engineering identity, technical proficiency, and communication skills. They also conduct research on nationally relevant student issues and issues in the profession, and work with stakeholders in the community to tackle these issues.

Engineering students are an important voice in the future of the engineering profession.

1. The Board maintains a relationship with the CFES to understand the challenges, expectations, and needs of students in order to inform decisions about Engineers Canada programs, projects, and services.
2. A representative of the CFES, typically the President, is invited to the Spring Meetings (Annual Meeting of Members and the Board meeting) and requested to bring a report to the Board. All travel costs for this representative are covered by Engineers Canada.
3. Engineering students are a key stakeholder of accreditation. In addition to soliciting student feedback during program visits, the Accreditation Board is directed to maintain a relationship with the CFES and invite a representative to observe their meetings, requesting that they bring a report for the CEAB's consideration. All travel costs for this representative are covered by Engineers Canada.
4. Given the CFES's role as stakeholder and beneficiary of many Engineers Canada programs and services, the CEO is directed to maintain a relationship with the CFES and ensure that its viewpoint is considered.

7 Board policies

7.3 Board relationship with the National Council of Deans of Engineering and Applied Science

Date of adoption:

Date of latest amendment:

Review period:

Date last reviewed:

The National Council of Deans of Engineering and Applied Science (NCDEAS), a group that includes all the deans of accredited undergraduate engineering programs, is committed to the continuous improvement of engineering education and research that enhances the innovation and leadership skills of Canadian engineering graduates.

Engineering deans prepare students for professional practice and influence engineering research and innovation in Canada.

1. The Board maintains a relationship with the deans to obtain their input on national issues of joint concern that align with the Purposes of Engineers Canada.
2. A representative of the NCDEAS, typically the Chair or the Chair's delegate, is invited to the Spring meetings (Annual Meeting of Members and Board meeting) and is requested to communicate a report to the Board for its consideration. Costs for the travel of this representative are covered by Engineers Canada.
3. The deans are a key stakeholder of accreditation. The Accreditation Board is directed to maintain a relationship with the NCDEAS by:
 - 3.1. Inviting a representative to Accreditation Board meetings and requesting that the Chair or a delegate, typically the chair of the Deans' Liaison Committee (a committee established by the NCDEAS for the purpose of liaising with the Accreditation Board's Policies and Procedures committee), communicate a report for the consideration of the Accreditation Board,
 - 3.2. Attending the bi-annual meetings of the NCDEAS,
 - 3.3. Meeting at least bi-annually with the Deans' Liaison Committee, and
 - 3.4. Establishing task forces and working groups, as required, to address issues raised at joint meetings of the Deans' Liaison and Policies and Procedures committees

4. In addition, the deans are invited to observe meetings and participate in workshops of the Accreditation Board and their feedback on the accreditation process is solicited through post-visit surveys and as part of the continual improvement process of the Accreditation Board.

5. Given their role as stakeholders and beneficiaries of some Engineers Canada programs and services, the CEO is directed to maintain a relationship with the deans which includes:
 - 5.1. Administrative support for their group and their meetings and finances,
 - 5.2. Participating in their bi-annual meetings, and
 - 5.3. Ongoing collaboration to ensure that their viewpoints are considered in the delivery of programs and services which impact them.

9 Board-approved documents and products

Date of adoption: September 26, 2018 (Motion 5716)

Review period: Annual

Date of latest amendment:

Date last reviewed: March 1, 2019

The Board is responsible for the approval of some Engineers Canada products that are made available to the public and governments. These products reflect the positions and policies of the engineering profession to those groups.

9.2 Qualifications Board products

The Qualifications Board produces national guidelines, model guides, and white papers, all of which are approved by the Board.

National guidelines and model guides are recommendations for the provincial and territorial engineering regulatory bodies and the public on:

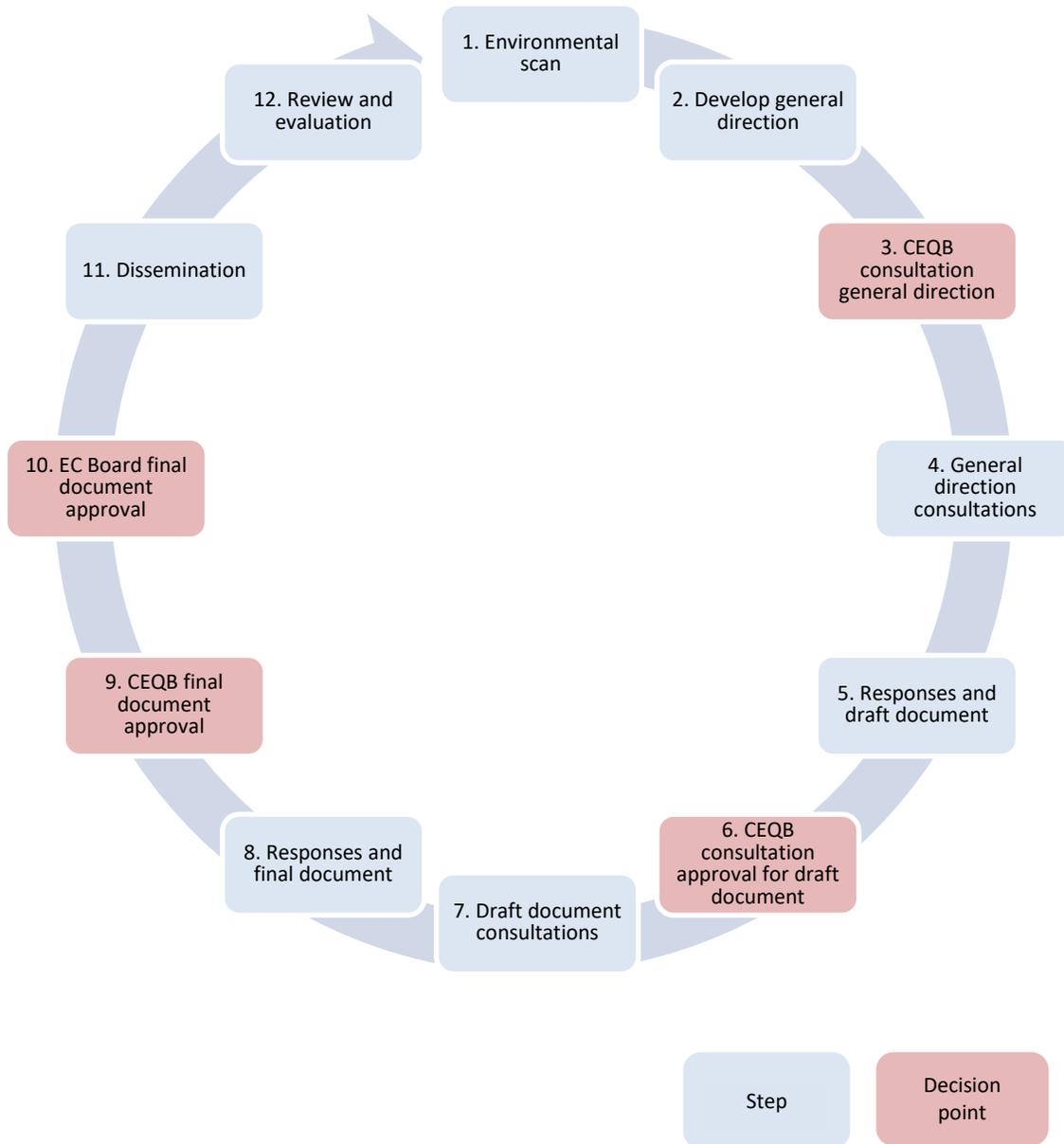
- professional requirements
- programs for members of the provincial and territorial engineering regulatory bodies
- assessment tools for international graduates

Guidelines outline general guiding principles which have a broad basis of consensus among regulators. They provide guidance to the engineering regulators and also to individual engineers on various subjects and are intended to be detailed descriptions of best practices. A guideline may include both current practices and also agreed goals which are not yet achieved by some or all of the regulators.

Model guides are generally prepared for the regulators to use as a draft in creating their own guidelines. They are meant to be edited by each regulator to suit their individual circumstance and legislation. They are developed when a single guideline would contain information and/or statements that are not universally applicable to all regulators. They sometimes explain current and recommended policies and best practices and exist to help the regulators use consistent practices. They are intended for distribution to the regulatory bodies and can be publicly posted or posted on the members-only section of the Engineers Canada website.

White papers are produced for regulators with the intent to inform them concisely about a complex issue and present a stance on the matter. They are intended for distribution to the regulatory bodies, and can be publicly available or posted on the members-only section of the Engineers Canada website.

All Qualifications Board documents are developed by the Qualifications Board, with support from Engineers Canada staff. The engineering regulators are consulted extensively during guideline development in accordance with the Qualification Board’s consultation process as follows:



Qualifications Board consultation process: Step descriptions

Step	Description
1. Environmental scan	CEQB committee conducts an environmental scan. For new documents, the committee organizes a national workshop in Ottawa with regulator staff, CEQB committee members, and experts to define the target audience, objectives, and general content. If it is for the review of an existing document, then the process jumps to review and subsequent CEQB consultation approval in step 6.
2. Develop general direction	CEQB writes guiding principles, which are presented in the general direction document.
3. CEQB consultation approval for general direction	CEQB approves the general direction for consultation.
4. General direction consultations	CEQB sends a request for feedback to the: <ul style="list-style-type: none"> • CEO Group (all documents) • National Admission, Practice, and Discipline & Enforcement Officials Groups (documents pertaining to their specific mandates) • Canadian Engineering Accreditation Board (documents pertaining to its mandate) CEQB presents to these groups when relevant. It informs the Engineers Canada Board by email.
5. Responses and draft document	CEQB committee reviews all the feedback, prepares the committee's response to each comment, and develops a draft document. CEQB posts the table on the consultation webpage and shares it with the officials groups and individuals that submitted feedback before CEQB approves the draft document for consultation.
6. CEQB consultation approval for draft document	CEQB approves the draft document for consultation.
7. Draft document consultations	CEQB sends a request for feedback to the: <ul style="list-style-type: none"> • CEO Group (all documents) • National Admission, Practice and Discipline & Enforcement Officials Groups (documents pertaining to their specific mandates) • Canadian Engineering Accreditation Board (documents pertaining to its mandate) CEQB presents to these groups when relevant. It informs the Engineers Canada Board by email.

Step	Description
8. Responses and final document	CEQB committee reviews all the feedback, prepares the committee’s response to each comment, and develops a final document. CEQB posts the table on the consultation webpage and shares it with the officials groups and individuals that submitted feedback before CEQB approves the draft document for consultation.
9. CEQB final document approval	CEQB reviews the final version of the draft document and approves it for Engineers Canada Board approval and subsequent dissemination. If it is an examinations syllabus, Engineers Canada staff upload it to the Engineers Canada website.
10. EC Board final document approval	Engineers Canada Board reviews the draft document and approves it for public or members-only distribution. Engineers Canada staff upload the document to the Engineers Canada website.
11. Dissemination	Engineers Canada staff disseminate the approved document through diverse communication tactics such as emails, newsletter articles, Twitter, Facebook, and LinkedIn posts.
12. Review and evaluation	CEQB monitors reaction to the document and its implementation. After five years, CEQB reviews the document, in priority order, as identified by regulators through the work plan consultation process.

All Qualifications Board guidelines, model guides, and publicly-available white papers must receive Board approval. Therefore, these guidelines are a Board-approved product for which the Board is responsible.

All Qualifications Board documents can be found on Engineers Canada’s website at:
<https://engineerscanada.ca/regulatory-excellence/national-engineering-guidelines>

9 Board-approved documents and products

Date of adoption: Date (Motion #?)

Date of latest amendment: Date (Motion #?)

Review period: Annual

Date last reviewed: Date

The Board is responsible for the approval of some Engineers Canada products which are made available to the public and governments. These products reflect the positions and policies of the engineering profession to those groups.

9.3 National position statements

National position statements reflect the engineering profession's consensus position on key issues relating to the public interest in the practice of profession engineering. These statements:

- represent the collective position of the engineering profession
- are used by Engineers Canada staff in discussion with government
- influence public policy

National position statements are developed by Engineers Canada's public affairs staff, in consultation with the Public Affairs Advisory Committee (PAAC), the Board, and the engineering regulators according to the following process:

- i. Annually in May, the PAAC discusses new and existing issues facing the engineering profession and develops potential topics for new national position statements.
- ii. Potential topics are sent to the Board and CEO Group for approval.
- iii. Once approved, the PAAC develop draft documents for the review by the Board and engineering regulators.
- iv. Documents are updated and finalized by the PAAC based on the feedback received.
- v. Final versions of the National position statements are presented to the Board for approval.

The Board may also direct the CEO to develop or modify national position statements at any time.

Each year, new statements are developed and existing ones are reviewed to ensure that they remain current and relevant.

All national position statements must receive Board approval. Therefore, these statements are a Board-approved product for which the Board is responsible.

National position statements can be found on Engineers Canada's website at:

<https://engineerscanada.ca/public-policy/national-position-statements>

BRIEFING NOTE: For decision

Electricity Human Resource Canada (EHRC) Leadership Accord for Gender Diversity		4.6
Purpose:	Approve endorsement of the EHRC Leadership Accord for Gender Diversity as part of Engineers Canada’s work to increase equity, diversity, and inclusion within the engineering profession.	
Motion(s) to consider:	THAT endorsement of the Electricity Human Resource Council Leadership Accord for Gender Diversity as an employer be approved.	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Cassandra Polyzou, Interim Manager, Diversity and Outreach, and Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships	
Presented by:	Annette Bergeron, President	

Problem/issue definition

Engineers Canada is collaborating with several organizations regarding work on SP3 and OP9 of the Strategic Plan 2019-2021. One organization with which Engineers Canada has collaborated is EHRC; Engineers Canada has asked EHRC to endorse 30 by 30 and appoint a 30 by 30 Champion. EHRC’s Leadership Accord for Gender Diversity (i.e., the Accord) was established to be a public commitment by Canadian employers, educators, unions, and governments to promote the values of diversity and inclusion within their organizations. EHRC’s initial accord focused on ensuring the electricity industry becomes truly reflective of society, and they have now expanded their mandate to employers, unions, and educators outside the electricity sector.

EHRC has asked if Engineers Canada would like to endorse the Accord. Such an endorsement would send a strong message on Engineers Canada’s commitment to Equity, Diversity and Inclusion (EDI); our commitment to SP3 and OP9; and the importance of working together with other organizations to reach our collective goals. Such an endorsement would also continue to strengthen the collaboration and the relationship with EHRC.

There are two ways to support the Accord: either become an Accord Signatory or become an Accord Advocate. Previously, Engineers Canada would not have been eligible to be an Accord Signatory because Engineers Canada is not an employer in the electricity industry, a union, or an educator. Due to the aforementioned expanded mandate, Engineers Canada is now eligible to endorse the Accord as an employer.

Other options considered:

- Engineers Canada staff could be directed to consult and work to develop consensus on endorsement (in this case the briefing note would be updated and brought back to the Board at a later date).

Risks

- The potential risk of inaction is reputational and political. These risks could be mitigated through discussions with EHRC.
- It is not anticipated that this action would adversely impact our relationship with any of our member regulators.

Financial implications

- None.

Benefits

- The endorsement demonstrates that Engineers Canada, as an employer, holds a progressive stance. Engineers Canada already meets the majority of commitments.

Consultation

- No stakeholders, committees, member regulators, or other groups or individuals were consulted during the development of the proposed motion.

Next steps (if motion approved)

- Engineers Canada, represented by Gerard McDonald, would endorse the Accord as an employer.

Appendices

- EHRC Leadership Accord for Gender Diversity webpage - <https://electricityhr.ca/workplace-support/diversity-inclusion/ehrc-leadership-accord/>
- EHRC Leadership Accord for Gender Diversity - Employer Commitments – see page 3 of this briefing note

Leadership Accord on Gender Diversity



Statement

Developed by Electricity Human Resources Canada, the Leadership Accord on Gender Diversity (the Accord) is a public commitment by employers, educators, unions and governments to promote the values of diversity, equality and inclusion throughout their work. Through recruitment, retention, career progression, and training and development, all our signatories are committed to improving opportunities for women in the Canadian workplace. The signatories to the Accord recognize and confirm united action to expand the breadth and depth of the skilled workforce; ensure that women are informed of the opportunities available to them in the occupation of their choice, and once employed, they are fully supported and provided with equal opportunities to grow and develop to their full potential.

This will be achieved through a range of initiatives which may include:

Employer Commitments

Policy & Governance Practice

- Committing to the on-going improvement of our workplace policies, practices and operating procedures so that women are sufficiently represented in the workplace. This includes a review of key HR policies and the creation of gender-diverse work environments and organizational cultures that are supportive of women.
- Putting in place contractual terms and conditions that require contractors to have a representative workforce.
- Striving to ensure collective agreement provisions are not unconsciously biased against women entering the workforce.
- Striving to ensure women represent between 10% and 30% of Board of Director and Senior Management positions and promote the business case that diverse leadership teams make good business sense.
- Encouraging joint ventures between employers and government or employers and their respective unions (or even tri-partite ventures between all three) in support of advancing women in under-represented roles in the workplace.

Education & Workplace Readiness

- Employers work towards developing standards and training to ensure staff and leadership are being inclusive of women in non-traditional occupations. This includes working towards acknowledging bias and discrimination to create an inclusive, welcoming environment.
- Providing co-op placements to both male and female students equally.
- Investigating and researching potential factors that are limiting the successful transition from educational and training programs into the workforce.
- Supporting women's transition into the workforce by matching new hires with women already working through internal mentoring programs and/or national mentoring programs.
- Helping to develop women's resilience to thrive within the workplace

Recruitment and Retention Practices

- Working to promote occupations and career opportunities where women are under-represented in a way that attracts more women.
- Striving, where possible, to have at least 2 qualified women shortlisted for all positions.
- Endeavour where possible to have at least one female interviewer on all intake/hiring panels.
- Striving/working towards increasing the number of apprenticeship positions being filled by women by the individual organization.
- Developing processes or special programs that help advance women within the workplace and support their development.

Organization

Name (and Title)

Signature

Date

BRIEFING NOTE: For information

Accreditation Board Update	5.1a
Purpose:	<i>To update the Board on the status of the work of the Accreditation Board</i>
Prepared by:	Lynn Villeneuve, Manager, Accreditation
Presented by:	Luigi Benedicenti, FEC, P.Eng. Chair, Accreditation Board

Background

Since 1965 the Accreditation Board has, on behalf of Engineers Canada, granted accreditation to Canadian undergraduate engineering programs that meet or exceed educational standards acceptable for professional engineering registration in Canada. This standing board also provides valuable information to help the Engineers Canada Board make decision on matters relating to engineering education and accreditation both in Canada and in other countries.

The work of the Accreditation Board contributes to the continual improvement of the quality and to the relevance of engineering education in Canada. All Accreditation Board members are engineers licensed to practise in Canada. There are academic and industry members on the Accreditation Board. There is representation from various disciplines. 35% of Accreditation Board members are women and 50 per cent of members are bilingual. More about the Accreditation Board, including the list of members and sub-committees, can be found at <https://engineerscanada.ca/accreditation/accreditation-board>

Status update

Engineers Canada’s accreditation activities fall into three areas:

- The ongoing work of accreditation led by the CEAB with support from Engineers Canada staff
- The Accreditation Improvement program led by Engineers Canada staff, and
- The work of the AU Task Force, which is a collaboration of CEAB members and NCDEAS with regulator representation

Ongoing work of accreditation

Accreditation visits are a peer-review process. “Peer review” is an assessment performed by experts of the subject under review. Peer review has a long-standing tradition in academic culture. It is considered successful in part because the reviews are normally conducted by volunteers who demonstrate a high level of dedication to their profession. Peer review exists in many different areas: *“Peer review is not unique to the academic world. It is also used in the private sector as well as government. For example, no one wants to fly in an airplane that has not been checked by expert mechanics and pilots, and no one would willingly undergo surgery by a physician whose skills had not been certified by a board of expert practitioners. Peer review ensures that quality is checked by experts, whether it’s the airline industry, medical practice or higher education.”*¹

¹ https://www.aspa-usa.org/wp-content/uploads/2015/02/ASPA_PeerReview_Jun12.pdf

Engineering programs receive valuable feedback from experienced engineers as part of the accreditation process. The 2018/2019 accreditation cycle is concluding, and in June 2019 the Accreditation Board will make decisions regarding 67 programs at 14 institutions. The visiting team reports are at various stages of completion with some having received comments from the programs to be forwarded to the Accreditation Board. Other reports are at the editing stage before being submitted to the programs for comment. This part of the accreditation process ensures the accuracy of the information presented to the Accreditation Board for decisions and allows for due process.

The 2019/2020 accreditation cycle is well in hand. There will be visits to 49 programs at 14 institutions, including two new programs. Visiting team chair assignments have been made and institutions are working with the team chairs to prepare for the upcoming visits. All institutions receiving visits in 2019/2020 were invited to Ottawa for the Accreditation Officials and Visiting Team Chair Introductory meeting held February 3, 2019. The meeting covered high-level visit information and is a valued opportunity for deans and designated officials to meet and make contact with the visiting team chair. This is the third time such a meeting has been held. We have received significant positive feedback on this initiative, with programs reporting that they feel better prepared to undergo the accreditation process and better understand the expectations of the visiting team.

Accreditation Board members also shared information about CEAB activities to the regulator councils, to the Council of Ontario Deans of Engineering, to the CEO group, to the National Admissions Officials Group, to the CEQB, to the CFES, and to the NCDEAS. The CEAB was once again delighted to participate in the 5th Annual GACIP Summit in Toronto and plans to be engaged in other regional GA/CI meetings throughout 2019. Highlights of these events were shared in the Engineers Canada CEO monthly updates to Engineers Canada directors and in the Engineers Canada newsletters.

The CEAB's Policies and Procedures committee members continue to review accreditation documentation and consider continual improvement in the accreditation process. These reviews seek to identify and eliminate duplication and are designed to provide additional clarity or instructions. Committee members have regular exchanges with the NCDEAS and with the Deans Liaison Committee of the NCDEAS to discuss accreditation. In 2019 P&P/DLC meetings will take place in April and in September. The CEAB vice-chair will attend the April NCDEAS meeting to continue the conversation.

The CEAB's Accountability in Accreditation Committee was struck at the direction of Engineers Canada's 2019-2021 Strategic Plan (Strategic Priority #2). The six-member committee is charged with continually assessing the transparency and effectiveness of the accreditation system; to work collaboratively with accreditation stakeholders to define the process by which this assessment shall be executed on an annual basis (the results of which shall be communicated to all stakeholders); and to submit an annual workplan to the CEAB and report on progress against that workplan at each meeting of the CEAB. The Committee is in the early stages of formalizing and executing their 2019 workplan.

International activities

The CEAB Chair was invited to chair one of the accreditation visits that the Institution of Engineers Singapore (IES) organized to the National University of Singapore. This proved to be a valuable experiential learning opportunity for the procedures of a fellow Washington Accord member and provided insight on the best

practices adopted by IES, which may benefit our Accreditation Improvement Program. One CEAB member participated as a program visitor on an ABET visit in the fall of 2018. These activities contribute to a better understanding of the accreditation systems of Engineers Canada's international counterparts.

Accreditation Improvement Program (AIP)

This staff-led initiative seeks to make the best use possible of resources while enabling the continual improvement of engineering education in Canada. The four elements of the AIP are:

- Data management system for accreditation and enrolment
- Consultation and communication
- Training
- Continual improvement

Selecting and implementing an improved data management system will ensure that the technical side of accreditation optimizes everyone's use of time throughout the accreditation cycle.

Improving our stakeholder communication and consultation process will ensure that the accreditation system is transparent and open to the input of those to whom it matters most.

Developing a training program will improve consistency across accreditation visits by providing volunteers and educators the information they need in a timely and repeatable way.

Introducing a process for continual improvement will ensure that the accreditation system stays responsive to the evolving needs of Canada's engineering profession.

The AIP webpage is at: <https://engineerscanada.ca/accreditation/accreditation-improvement-program>
Regular updates were shared in the Engineers Canada CEO weekly updates to Engineers Canada directors and to subscribers of the monthly update. To subscribe go to: <http://eepurl.com/cU9jIX>

AU Task Force

At their September 26, 2018 meeting, the Engineers Canada Board received the Report on the AU Task Force's 2018 consultation. For more about the AU Task Force and the consultation, see: <https://engineerscanada.ca/accreditation/consultation-AU-task-force>

Appendices

The criteria and procedures report of the Accreditation Board is published annually in the fall. It also contains a list of all programs that are, or have been, accredited. It is located at <https://engineerscanada.ca/sites/default/files/accreditation/accreditation-criteria-procedures-2018.pdf>

Working documents for accreditation are also provided on the Engineers Canada website at <https://engineerscanada.ca/accreditation/accreditation-resources>

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BRIEFING NOTE: For information

AU Task Force update to the Engineers Canada Board		5.1b
Purpose:	<i>At their March 1 meeting, members of the Board will be provided with an update on the AU Task Force's activities.</i>	
Prepared by:	Bob Dony, FEC, P. Eng, Vice-Chair, Accreditation Board Mya Warken, Accreditation Program Specialist Lynn Villeneuve, Manager, Accreditation	
Presented by:	Luigi Benedicenti, FEC, P.Eng. Chair, Accreditation Board	

Background

In February 2017, the Accreditation Unit (AU) Task Force was established by the Executive Committee of the Accreditation Board with a mandate to:

- consider the definition of an AU in its present form (criteria 3.4.1.1) and to identify the advantages, disadvantages, and ramifications of any definition change on existing criteria; and
- to envisage how curriculum content requirements could be linked to student outcomes/graduate attributes, whichever system of AU counts is used.

This initiative is a response to increasing discussion about the AU's shortcomings as a measurement methodology in relation to newer education delivery approaches.

The Task Force has delivered two significant pieces of work:

- A position paper for consideration by all stakeholders of the accreditation process ([AU Task Force report to Engineers Canada](#)). This paper was presented to the Engineers Canada Board at its February 28, 2018 meeting.
- A national consultation which engaged the many stakeholders that will be affected by the recommendations in the report. The consultation was executed from March 21, 2018 to June 3, 2018 and culminated in the [AU Task Force report consultation report](#). The consultation report was considered by the Engineers Canada Board at their September 2018 meeting. It recommended that a pilot project be undertaken. This pilot would investigate the feasibility of using the proposed Learning Unit (LU) in real-world situations. It would draw comparisons between the LU and the existing AU and k-factor curriculum measurement methods.

Status update

The AU Task Force has consulted with several individual HEI stakeholders, the NCDEAS, and the National Admissions Officials Group (NAOG) on their initial approach to the LU pilot project. The pilot as initially envisioned would identify select courses at a variety of HEIs and examine the applicability of the LU as a curriculum measure relative to the established AU and k-factor methods. These courses would include a range of delivery methods from the classical lecture-based delivery to more experiential and project-based methods. In the course of consultation, HEI stakeholders raised concerns about the nature and scope of this

initial approach. They have suggested an alternative approach which would examine the application of the LU to entire programs rather than a small sample of courses. The more limited scope as initially considered would not, in their opinion, elicit the necessary buy-in from the institutions due to the lack of perceived value in the exercise being too narrowly defined.

Additionally, the discussion on the minimum number of AUs that a program must have to meet criterion 3.4.6 (currently 1950) had not been included in the Task Force's initial mandate. The Task Force has concluded that the discussions on the AU's shortcomings as a measurement methodology should not be divorced from conversations about minimum AUs (which is also to be resolved to the satisfaction of all stakeholders by the end of 2019, as per Strategic Priority #2 of Engineers Canada's 2019-2021 Strategic Plan). Therefore, a white paper is in development that takes a more fundamental review of section "3.4 Curriculum content and quality," examining both issues of overall AUs and measurement methodology and recommends a path forward on the LU pilot project.

Next steps

1. Finalize the AU Task Force white paper and pilot plan.
2. Receive feedback on the white paper and pilot plan from the CEAB, the Policies and Procedures Committee, and the Deans Liaison Committee.

Appendices

[Engineers Canada's Accreditation Unit \(AU\) Task Force – 2018 recommendations](#)

BRIEFING NOTE: For information

Qualifications Board Update		5.2
Purpose:	Provide information on work of the Qualifications Board	
Prepared by:	Mélanie Ouellette, Manager, Qualifications	
Presented by:	Ron LeBlanc, Chair, Qualifications Board	

Background

As per the [2019-21 Engineers Canada Strategic Plan](#), the Qualifications Board (QB) is responsible for 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. To deliver on its mandate, QB develops regulator and public guidelines.

Status update

QB is reporting on the delivery of the 2017-19 and the 2019-21 Work Plan items:

- **Completion of the 2017-19 Work Plan Items:** The last two documents to approve under the 2017-19 Work Plan, the revised Regulator Guideline on Continuing Professional Development Program and the new Regulator Guideline on Limited Licenses, are included in this agenda book for final Engineers Canada Board approval.
- **New work on the 2019-21 Work Plan:** In December 2018, the Engineers Canada Board approved the [2019-21 Qualifications Board \(QB\) Work Plan](#). Under this work plan, officials groups and the Chief Executive Officer Group were consulted to determine priorities for QB's work in 2019. All items are on track and represent a reasonable workload for volunteers, Engineers Canada staff, and regulators' consultation efforts. A tracker is provided in the appendix for reference.

Next steps

The Qualifications Board will continue delivery on its 2019-21 work plan items in a timely fashion.

Appendix

2019 QB Work Plan Priorities Tracker

Work Plan item	Status	Next steps
New Aeronautical engineering and aerospace engineering syllabus	Syllabus creation protocol is in development. Needs to be finalized before this syllabus can be created, which is expected to be approved by QB in April 2019. Draft will be submitted for regulators consultation in Fall 2019.	Pending consultation results; a draft document is expected to be submitted for Qualifications Board approval in January 2020.
New Model guide on the use of syllabi	Draft was submitted for regulators consultation in the winter 2019.	Pending consultation results; a draft document is expected to be submitted for Engineers Canada Board approval in Fall 2019.
New White paper on environmental engineering	Draft is being finalized and will be submitted for regulators consultation in the spring 2019.	Pending consultation results; a draft document is expected to be submitted for Engineers Canada Board approval in Fall 2019.
New Guideline on entrepreneurship	A one-pager was submitted for regulators consultation in the winter 2019 to determine if the document will be developed or not.	Pending consultation results; a draft document is expected to be submitted for regulators consultation in Fall 2019 and a final document for Engineers Canada Board approval in Winter 2020.
Revised 2009 Guideline for assessment of engineering work experience	Draft is being finalized and will be submitted for regulators consultation in the spring 2019.	Pending consultation results; a draft document is expected to be submitted for Engineers Canada Board approval in Spring 2020.
Revised 2012 Model guide: Risk management	A contractor was hired to provide expertise on content. Draft will be submitted for regulators consultation in Fall 2019.	Pending consultation results; a draft document is expected to be submitted for Engineers Canada Board approval in Fall 2019.
Revised 2004 Basic studies syllabus	Draft will be submitted for regulators consultation in Fall 2019.	Pending consultation results; a draft document is expected to be submitted for Qualifications Board approval in January 2020.
Revised 2004 Software engineering syllabus	Final document was approved by QB in January 2019.	Completed.
Revised 2004 Biomedical/biochemical engineering syllabus	Draft will be submitted for regulators consultation in Spring 2019.	Pending consultation results; a draft document is expected to be submitted for Qualifications Board approval in September 2019.
Revised 2007 Structural engineering syllabus	Pending research results, a draft might be submitted for regulators consultation in Fall 2019.	Pending consultation results; a draft document is expected to be submitted for Qualifications Board approval in January 2020.

Risk register

Prepared by Gerard McDonald, CEO

January 2019

Engineers Canada maintains a risk register so that we can manage our risks, make sure that we are taking appropriate action and are adequately prepared.

The risk register was updated with the input of staff with responsibility for managing specific risks in January 2019. In addition, the annual review of the list of all risks was completed by the Senior Leadership Team.

Overall view

All risks are scored in terms of likelihood and impact, and mapped to a chart with the following scores:

		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

Engineers Canada Board risks

During our review we evaluate some risks that are the responsibility of the Board. Since September none of the risk scores have changed.

		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					
	Likely/ <i>Probable</i> 4					
	Moderate/ <i>Modérée</i> 3			28		26
	Unlikely/ <i>Improbable</i> 2			34	3 1	35
	Low/ <i>Faible</i> 1				5	

We have described all Board risks and suggested a response plan and monitoring methods in the following table. Engineers Canada staff will support the Board in managing these risks, as requested.

Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Response plan	Monitoring method
1	Strategic	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	New Purpose and Strategic Plan has been approved by the Board	Stakeholder feedback
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	Succession plan in place for CEO Job description kept up-to-date	Board review in conjunction with CEO evaluation
5	Strategic	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	Training for all new directors	Self-evaluation and performance monitoring of directors, by directors.
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	Focus on system improvement Additional resources for Accreditation Team Ongoing stakeholder engagement Coordination of activities to ensure alignment of all efforts.	Stakeholder feedback
28	Operations	AB and QB oversight	Lack of oversight of AB and QB could lead to disengagement with Purposes 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	Board actively engages with AB & QB. Protocol for approval of work plans Operational Policy sets out support for Board, Board Committees and Officers Terms of Reference for Board reps on AB & QB to be developed.	AB and QB reports to the Board
34	Operations	Qualifications Board	QB work that is not aligned or is in conflict with the work of the AB would undermine the value of accreditation	Disagreement between QB and AB	Prevention	Observers of QB at AB and vice versa Oversight by Board Information sharing between support staff	AB and QB reports to the Board; Board representatives sit on both committees
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	Directors actively work to educate their regulator Board sets direction to deliver value to all GSPC project and resulting 2018-2019 improvements to policies, strategic planning, consultation, and governance	Stakeholder feedback; Relationship management

Engineers Canada – Organizational risks

The risks which are under Engineers Canada’s control are ranked below. Since September 2018, the following risk scores have changed:

- #19 Financial, revenue likelihood reduced to unlikely
- #22 Not-for-profit status impact reduced to moderate

		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					
	Likely/ <i>Probable</i> 4		24 4			
	Moderate/ <i>Modérée</i> 3		39	37 36 38	2	
	Unlikely/ <i>Improbable</i> 2	13	19 17 12	8 27 21 30	14 29 33	7
	Low/ <i>Faible</i> 1	9 20 18	15	25 11 23 31	22 6 16 10 32	

Full details of all of these risks are on the following pages.

Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Response plan	Monitoring method
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	Staff engagement Health, Safety, & Wellness Program Business Continuity tools such as employee and position profiles, annual operating plans, documentation of programs, processes, and projects	Employee engagement survey Performance conversations Informal feedback from HR Working Group and staff 1:1
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	Succession plan being developed for VPs Job descriptions kept up to date for all staff Staff engagement Health, Safety, & Wellness Program Business Continuity planning	Performance conversations Weekly CEO:VP conversations
6	Strategic	Duty of care - all staff	Inability to meet the required duty of care would lead to poor performance and inability for Engineers Canada to deliver	Lack of ability to perform on the job	Prevention	Regular performance reviews and conversations	Performance conversations
7	Strategic	Delivering value to regulators	Inability to deliver value to the regulators would lead to lack of support and potential withdrawal from Engineers Canada	Lack of alignment with regulator imperatives Lack of support or participation by regulators Regulator disengagement Lack of demonstrated accountability Lack of reporting to regulators / information sharing	Prevention	Development of consultation program Active support to all officials groups Staff relationships	Stakeholder feedback
8	Operations	Contracting	Ineffective processes to select and manage partnerships and suppliers would lead to unanticipated contract costs and complications, and failure to deliver on initiatives.	Onerous terms and conditions Liabilities for non-performance	Prevention	Improve Partner and Supplier Processes Contract guidelines and procedures Procurement process and policies Contracts reviewed by Legal Counsel and Controller.	Contract reviews
9	Operations	Asset management	Improper asset management and depreciation leads to inaccurate financial reporting	Improper accounting	Prevention	On-site assets are protected through secure building site Annual review of the capital asset list IT assets are tracked by IT staff. Assets capitalized, written off, or depreciated as per GAAP	Annual audit
10	Operations	Staff retention	High levels of overall staff turnover would lead to low productivity and morale.	Projects / Initiatives delayed Morale declines	Mitigate	Human resources strategy and HR Professional Implementation of People Excellence Practices via Journey to Excellence	Employee engagement survey Performance conversations Informal feedback from HR Working Group and staff 1:1

Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Response plan	Monitoring method
11	Operations	Staff recruitment	Ineffective recruitment process would lead to low morale and a loss of productivity.	Poor job performance of new hires	Mitigate	Procedures established for hiring and onboarding new staff.	Check-ins with supervisor and HR through onboarding process
12	Operations	Travel policy	Ineffective travel policy would fail to protect individuals (where they travel, healthy and safety) and EC financially, and in terms of risk of joint travel.	Lack of travel policy Increasing travel costs	Prevention	Volunteer expense policy in place Insurance for volunteers in place Travel policy updated with limits effective Sept 1 2018	Annual audit
13	Operations	Liability	Legal claims against Engineers Canada would cause financial hardship and reputational damage.	Lawsuits filed or threatened	Transfer	D&O and E&O insurance in place Property insurance in place	None, we only become aware of legal claims when they are filed
14	Operations	Breach of privacy	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	Prevention	Internal privacy assessment conducted every year in Q4. Privacy training is provided to staff annually. Third party contracts are reviewed to ensure that Engineers Canada and partners follow and respect applicable privacy legislation.	Annual privacy survey done by staff
15	Operations	Inadequate internal controls - Fraud	Poor internal financial controls would lead to undetected misappropriation of assets and or other illegal activities	Management override of internal controls Inability to get a clean audit opinion	Prevention	Financial and operational controls documented and followed External auditor reviews financial controls annually	Monthly review to ensure internal controls are being followed prior to releasing internal financial statements by Controller
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	Financial and operational controls documented External auditor reviews financial controls annually Planning and monitoring process that ties planning to budget cycle. Board review and approval of budget.	Approval of budget and annual operating plan Annual audit
17	Operations	Investment market risk	Excessive risk in Engineers Canada investments would impact the fair value of future cash flows of reserve or investment funds.	Low market value of investments. Low rate of return of investments	Transfer	Investment management firm in place Policy to be developed and reviewed by Finance Committee Disclosure annually provided in Note 5 of Financial Statements	Monthly investment statements Annual audit

Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Response plan	Monitoring method
18	Operations	Foreign currency risk	Exposure to foreign currency risk with respect to United States currency holdings and investments in United States or other foreign equity mutual funds would impact the fair value of future cash flows of reserve or investment funds.	Market value of US currency investments	Transfer	Managed as part of the investment portfolio.	Monthly investment statements Annual audit
19	Operations	Financial	Loss of a key income source would disrupt financial plans	Withdrawal of regulator Insolvency of affinity provider	Prevention	Active affinity relationship management, including regulators.	Touchpoint meetings with affinity providers, including regulators. Review of affinity provider financials. Third party review of program financials.
20	Operations	Borrowing strategy	A poor borrowing strategy would lead to excess interest payments and /or destabilization of cash flow	Interest payments Variations in cash flow	Monitor	Prudent borrowing strategy as advised by PL, Finance	Monthly investment statements Annual audit
21	Strategic	Adverse publicity	Adverse publicity about Engineers Canada would lead to lack of confidence in the organization.	Negative press coverage; negative social media comments	Prevention	Relationship with PR experts. Communications input on key image decisions. Communications approval of public materials and media relationship management. Social Media Policy and Media Relations Policy can assist with a response. Crisis communications plan, when completed, would also be a response tool.	Media monitoring process Social media monitoring processes Media relations policy
22	Compliance	Not-for-profit status	Failure to comply with to the Canadian Not for Profit Corporations Act would lead to a compromise or loss of the not for profit status	Filings not made, or improperly made Reserve levels too high	Monitor	Filings reminders to CEO, EVP, and Legal Counsel (triple-check) Active management and oversight of reserve levels	Monthly financial statements
23	Reporting	Financial reporting and remittances - HST	Failure to make government remittances would lead to unexpected financial penalties and or additional audit scrutiny from the federal government.	Indications that HST will not be remitted Indications that payroll taxes will not be remitted	Prevention	Control systems in place 3rd party ADP payroll service remits source deductions	Monthly financial statements
24	Strategic	Accuracy of website	Inaccurate information on the public website would lead to negative public perceptions of Engineers Canada, confusion and/or reputational damage.	Complaints from stakeholders, including members, Board, volunteers, staff and others is reported	Prevention	Comms team follow web content process Periodic review of content by content owner User feedback mechanisms made available	Web Content Process, ticketing system, page contacts listed, ongoing communication with key stakeholders

Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Response plan	Monitoring method
25	Strategic	Poor adoption of change	Lack of change management in Engineers Canada projects or change initiatives would compromise their success and implementation.	Lack of engagement with projects/programs Failure of projects / programs Inadequate understanding of projects / programs	Mitigate	Change practitioner participates in all major projects. Incorporating change management into all major initiatives Staff to be trained on fundamentals of change management	Success rate of projects After action reviews / lessons learned for projects Results of communications plans
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	Prioritization of initiatives Active supervision of staff and initiatives	Performance conversations Staff feedback through HR working group and employee engagement survey
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.	Missing policies Lack of training for new staff	Mitigate	Creation of a plan that includes processes and protocols to deal with emergencies. Communication and training plans in place. Draft plan will be created by the end of Q1, 2019	Operational policy review
30	Compliance	Legislative compliance	Failure to comply with legislation would lead to fines and/ or legal proceedings against Engineers Canada	Filings not made, or improperly made HR policies not completed, and staff not trained on policies	Prevention	Avoid risk through compliance: Legal to diarize key filing dates, keep abreast of corporate, regulatory, employment, and other legislative updates. Register of applicable/relevant legislation. HR to complete HR policies and conduct staff training	Periodic review of legislative requirements and compliance
31	Strategic	Trade-mark risks	Failure to police use of trade-marks leads to loss of rights	Trade-marks used improperly by others Trade-marks not used by EC	Mitigate	In-house and external counsel monitors TM use and defends against marks that are misleading or confusing with Engineers Canada marks.	In-house and external counsel monitors TM use
32	Operations	IT strategy	Failure of IT infrastructure would cause service disruption.	Unavailability of IT infrastructure Lack of reliability of IT infrastructure	Prevention	Backup strategies to data sets where possible. Selection of reputable cloud vendors that offer a suitable degree of redundancy. Cloud-to-cloud backups enabled.	Backup sets send email notifications on failure. Cloud vendor found to backup Office365 content
33	Operations	Cyber attack	A cyber attack (hacking) would damage data integrity	Loss of data Threats or extortion regarding data	Mitigate	Development and implementation of a Cyber Risk Response Plan; Scheduled to be completed in Q1, 2019	24x7 monitoring systems (technology-based) and 24x7 monitoring of systems by staff.
36	Operations	Shadow IT	Use of IT by staff that is not known or controlled by our IT team leads to risk of continuity and privacy of the information shared on those platforms (e.g. staff sets up Google drive for work team).	Multiple websites where EC information is stored	Prevention	Stop use of shadow IT and move data to IT staff-approved sites and services. Provide modern tools to make our tools more attractive than alternatives	Supervisors to actively monitor and suppress establishment and use of such site

Risk #	Risk category	Title	Description	Symptoms	Risk response strategy	Response plan	Monitoring method
37	Strategic	PIEVC contracting and license agreements	Many PIEVC-related contracts and license agreements are complex and time sensitive and include consideration of terms requiring sharing of Work Product (normally a report) to manage the intellectual property. Follow-up is required. Many PIEVC license agreements require returning or destroying copies of the PIEVC Protocol after completion of project. This has not consistently been enforced because there of lack of consistent resources and lack of a formal process for monitoring and enforcement.	Complex conditions affecting contract drafting and negotiations (e.g., time, budget, liability limits, intellectual property, different legal systems) Lack of follow-up on contract conditions	Prevention	Current and future use of the Protocol is now under a new Non-Disclosure and Release Agreement and no longer under a license agreement. Administration is therefore simplified and streamlined. This risk will be eliminated when PIEVC is divested.	Contract reviews. Going forward, expand and improve inventory of expired and active agreements.
38	Strategic	PIEVC divestment	The PIEVC Protocol has achieved a level of recognition such that its use is being recommended by governments in Canada and other organizations. If PIEVC cannot be divested to another organization, its medium and long-term future is in serious doubt.	Reduced use of the protocol. Lessening interest in PIEVC divestment opportunity.	Prevention	PIEVC divestiture plan.	Quarterly progress reporting to the CEO and at each EC Board meeting.
39	Strategic	IRP divestment	The IRP Program is on hiatus as of July 2018. There are 174 IRP candidates who have taken IRP courses but have not completed the program requirements. There are now 7 IRPs that are authorized to claim the credential and use the IRP designation who may lose that credential if an alternative program provider is not secured.	Receiving complaints about putting the program on hiatus. Lack of timely alternative program provider. Queries about alternative to become qualified in this area of practice	Mitigate	IRP divestiture plan. Regular communication with IRPs and IRP candidates on program status. They have been informed that the program is on hiatus and an alternative program provider is being pursued. Development of two additional courses with external funding to enhance value of the program. Engage in discussion and negotiation with organizations known to Engineers Canada in the fall of 2018 who could have an interest.	Quarterly progress reporting to the CEO. Regular consultation with the SLT throughout the negotiating process.

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BRIEFING NOTE: For information

Audit Committee Report	5.4
Purpose:	To update the Board on the status of the work of the Audit Committee.
Prepared by:	Jorge Monterrosa, Controller
Presented by:	Danny Chui, Chair and Director from PEO

Background

The Audit Committee’s purpose is to provide:

- A transparent process of review and disclosure that enhances stakeholder confidence in the organization’s financial reporting.
- An effective board relationship with the external financial auditor, who enables professional, independent audit services.
- Options and implications for Board decision regarding selection of an auditor, including but not limited to the independence of potential auditors.
- Understanding by the auditor of the Board’s requirements for an external examination of compliance with the financial policies.
- An opinion for the Board’s decision of the appropriateness of the scope in the auditor’s proposal, including areas of audit risk, timetable, deadlines, and materiality limits, and of the projected audit fee.
- An opinion for the Board, based on evidence required of the external auditor, as to whether the independent audit of the organization was performed in an appropriate manner.
- An annual report to the Board highlighting the committee’s review of the audited financial statements and any other significant information arising from their discussions with the external auditor.
- An annual report to the Annual Meeting of Members to include:
 - The Board’s recommendation concerning the audited financial statements
 - A summary of the auditors’ observations together with Engineers Canada management response for Engineers Canada Board consideration; and,
 - The Board’s recommendation for the appointment of the auditors.
- A report by the auditors on the appropriateness of the spending by the Board, the Board committees, and Board officers. The report shall be provided to the Board at the April teleconference.
- Current information for the Board on significant new developments in accounting principles or relevant rulings of regulatory bodies with implications for the Board’s fiscal policies.

The Audit Committee structure

The Committee has the following composition:

- Danny Chui Chair and director from PEO
- Sandra Gwozdz Director from OIQ
- Dawn Nedohin-Macek Director from Engineers Geoscientists Manitoba
- Richard Trimble Director from Engineers Yukon

Non-voting member

- Steve Vieweg External Advisor from CPA Western School of Business

EC support staff

- Jorge Monterrosa Controller

Status update

The committee met on September 25, 2018 to review the purposes, functions, and mandates of the Audit Committee. The auditors were invited to the meeting and provided a presentation on typical audit committee roles and responsibilities. The Audit Committee met on January 30, 2019 to review the audit plan and discuss the move to Business Central software. A verbal update will be provided by the Chair.

Next steps

The committee will meet on March 20, 2019 with the auditors to review the 2018 Audited Financial Statements to be approved by the Board on the April 16, 2019 teleconference.

BRIEFING NOTE: For information

Compensation Committee Report		5.5
Purpose:	To update the Board on the status of the work of the Compensation Committee.	
Prepared by:	Russ Kinghorn, Chair and Past-President, Director from Engineers & Geoscientists British Columbia	
Presented by:	Russ Kinghorn, Chair and Past-President, Director from Engineers & Geoscientists British Columbia	

Background

- The Compensation Committee’s purpose is to enhance the Board’s effectiveness and efficiency in regard to the determination of a fair and objective total rewards package for the CEO. The Committee provides information needed by the Board to determine CEO compensation in accordance with “CEO Compensation” including:
 - A summary of 360 review interview findings.
 - A comparison of year-to-year performance regarding achievement of the strategic and operational plans.
 - The executive market conditions.
- The Committee has the following composition (Board members are also Executive Committee members):
 - Russ Kinghorn Chair, Past-President, Director from Engineers & Geoscientists BC
 - Annette Bergeron President and Director from PEO
 - David Lynch President-elect and Director from APEGA
 - Kathy Baig Director from OIQ
 - Sarah Devereaux Director from Engineers Nova Scotia
 - Dwayne Gelowitz Director from APEGS
 - Connie Parenteau Director from APEGA

Non-voting advisors, not involved in decision meetings:

 1. Tracey Pope Director, Human Resources Engineers Canada
 2. Gerard McDonald CEO of Engineers Canada

Status update

- The Committee has met twice since the Fall Board meeting:
 - December 10, 2018 at the Board Meeting to review mini-360 review findings and set timelines through May.

- January 7, 2019 to conclude the review of CEO performance, determine recommendations to the Board, and evaluate recommendations for the CEO objectives for 2019.

Next steps

- The Committee will wind up the current committee's work and make recommendations for next year's committee.

Appendices

CEO 2018 Objectives

Accomplishment of objectives for the Chief Executive Officer: 2018

In September of 2018, the Board approved motion 5715 which outlined my objectives for the year 2018.

The following updates respond to the objectives approved by the Board and highlight other salient accomplishments over the course of the year.

- **Accreditation Improvement Program (AIP)**
 - source a new technology platform that will improve the operational processes of accreditation of engineering programs;
 - *A contract to provide a new data management system was signed with Armature in October 2018. Development of the system is now underway.*
 - establish the necessary change leadership strategies and tactics to ensure the appropriate level of stakeholder consultation, involvement, and awareness of any changes planned or in progress for accreditation; and,
 - *A comprehensive change management plan has been developed and implementation has begun. The plan in 2018 focused on building awareness of the program and taking in feedback for incorporation into the 2019 program delivery. Elements of the plan include but are not limited to:*
 - *Incorporation of feedback into program approaches from a Dec 2017 "check-in" survey which surveyed over 234 AIP stakeholders*
 - *Ongoing consultation with our data management advisory committee*
 - *Evolution of the AIP monthly update to support ongoing continual improvement work, with the "opted in" distribution increasing over 2018 to all HEIs and 11 of 12 regulators*
 - *Shared AIP update information and obtained stakeholder feedback at:*
 - *Regular meetings with, NCDEAS (including the Deans Liaison Committee), CEAB, CFES*
 - *4 regional GA/CI (graduate attribute/continual improvement) summits (primary attendees are HEIs)*
 - *CEEA (Canadian Engineering Education Association) meetings*
 - *Execution of this change management plan will continue in 2019.*
 - Implement a robust training program for higher education institutions (HEIs), AB members, visit teams, and Engineers Canada staff
 - *A comprehensive training program has been developed and implementation has begun. Elements of the program include but are not limited to:*
 - *A new Accreditation Visiting Team Chair presentation template used by each visiting team chair that standardizes the training offered to each visiting team. This builds upon the training offered in the currently available online module.*

- move SharePoint to the cloud
 - *The transition of the organization's SharePoint Platform was successfully completed over the weekend of June 23. Although slightly less technically complex than the email transition, the change management and staff training aspects of the SharePoint transition and the adoption of the newly available toolset from the new platform is significant and extensive. Work in this area has been successful and ongoing. It will continue into 2019.*
- **Governance, Strategic Planning, and Consultation Project (GSPC)**

The GSPC project has completed all planned deliverables below budget and on schedule, as detailed below. The project has provided policies and processes and practices which support greater accountability and transparency at Engineers Canada, including better definition of roles and responsibilities.

- Development and approval of the Board 2019-2021 Strategic Plan;
 - *The plan was approved in May 2019, the supporting performance measurement system was delivered in September, and the go-forward strategic planning process was finalized in December.*
- Formalize a process for Board committees and Task forces to develop annual work plans in response to the direction given in the Strategic Plan.
 - *All downstream planning has been integrated, with Board committees developing their first work plans this summer.*
- Develop appropriate governance policies, structures, and performance management processes to support the Board.
 - *Over fifty board policies were created or improved in 2018, with 15 more to come in 2019.*
 - *The Consultation Program—to formalize the means by which Engineers Canada consults on our products, programs, and services with our regulators—was finalized in December.*

Organizational stability

- Engage staff and evaluate organizational health
 - *Immediately upon assuming my role I met all staff one-on-one to get a first-hand appreciation of the concerns and opportunities for the organization. I then apprised the senior leadership team of my observations and discussed possible organizational and operational solutions to address perceived lacuna.*
- Develop and implement an appropriate organizational structure to ensure support of mandate
 - *After consultation with the SLT and Executive Committee, a new structure for the organization was rolled out on March 28, 2018.*
- Maintain and improve commitment to Excellence, Innovation and Wellness standard
 - *In June we subjected the organization to a verification visit from Excellence Canada and, as a result of that exercise, were awarded certification at the silver level of the Excellence, Innovation and Wellness Standard.*

Financial and operational management

- Meet 2018 budget and provide appropriate reporting on operational plan
 - *At the time of this report's preparation, all budget targets have been met producing a positive variance of \$138,000 to the originally budgeted deficit.*
- Develop and obtain Board approval of 2019 budget and operational plan
 - *With the approval of the new strategic plan and our commitment to greater transparency, I implemented a new budget approval process which saw the draft budget being presented to the Board in September and final approval being received in December, before the start of the fiscal year. In addition, the budget presentation was re-structured to reflect our strategic and operational priorities, giving the Board greater clarity as to where the dollars were being spent.*

Other accomplishments not included in Board approved objects

Progress on SP3/OP9

- *We have undertaken preparatory work for the dates for the SP3 and OP9 f2f consultations and confirmed dates for both.*
- *We expanded the 30 by 30 Champions to include 20 higher education institutions, the Association of Consulting Engineering Companies Canada, and the Canadian Academy of Engineering.*
- *In preparation for the SP3 consultations, we created and distributed a gender equity survey to the 30 by 30 Champions to gather baseline information on existing policies, activities, programs, and barriers to women in engineering. We are in discussions with the Association of Consulting Engineering Companies- Canada (ACEC) to adapt the survey for ACEC members, from which the data would be used by both ACEC and EC in our diversity and inclusion strategy. The consulting sector is a large employer of engineers.*
- *Through the budget approval process, we secured funding for an additional FTE to support the work of this high priority initiative, increasing spending on this portfolio to \$442k representing roughly 4% of the total budget, behind only the CEAB (at 15%), and the CEQB (at 5%) in terms of program allocations.*

Other accomplishments of note

- *Despite initial resistance from certain regulators, concluded agreements with all participating regulators in the TD/Meloche Monnex home and auto insurance program and provided greater transparency to the workings of the program.*
- *Increased communication with the Board and provided an ongoing lens to operational activities with the weekly production and dissemination of a CEO Update email.*
- *Been instrumental in Infrastructure Canada's inclusion of engineers among the few professions permitted to provide attestations for climate change resilience assessments.*
- *Had the United States-Mexico-Canada Agreement (USMCA) include a number of our key recommendations.*

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BRIEFING NOTE: For information

Executive Committee update	5.6
Purpose:	To update the Board on the status of the work of the Committee.
Prepared by:	Gerard McDonald, Chief Executive Officer
Presented by:	Annette Bergeron, President

Background

The Executive Committee's purpose is to ensure the Board's ability to conduct its business in a productive manner and to make decisions on urgent matters, including:

1. Decisions on behalf of the Board, only in urgent situations when it is not feasible to convene a quorum of the Board.
2. Alternatives and options for the Board's consideration on any matter referred to the Committee by the Board.
3. Advice to the president on agenda development as delegated by the Board.
4. Determining Board representation at meetings and conferences of other organizations.
5. Recommendations for membership of Board committees and task forces.

The Committee has the following composition:

- Annette Bergeron, Chair and President, Director from PEO
- David Lynch, President-elect and Director from APEGA
- Russ Kinghorn, Past-President and Director from EGBC, Engineers Yukon or NAPEG
- Kathy Baig, Director from OIQ
- Sarah Devereaux, Director from PEGNL, Engineers Nova Scotia, Engineers PEI or Engineers & Geoscientists NB
- Dwayne Gelowitz, Director from Engineers Geoscientists MB or APEGS
- Connie Parenteau, Director from any Member

Non-voting advisors

- Ann English, Representative of the CEO Group
- Gerard McDonald, CEO of Engineers Canada

Status update

The Committee has met three times since the September Board meeting:

- Immediately following the September 26th, 2018 Board Meeting to review the December 10th, 2018 Board agenda.

- Immediately following the December 10th, 2018 Board Meeting to review the March 1st, 2019 Board agenda.
- On January 9th, 2019 to review the proposed policies for Board self-assessment and individual director assessment.

Next steps

The Committee will next meet in March of 2019 to approve the agenda of the April Board teleconference and following that will meet in April to approve the agenda for May Board meeting, review the agenda for the Annual Meeting of Members, and review the agenda for the June Board workshop.

BRIEFING NOTE: For information

Finance Committee update	5.7
Purpose:	To update the Board on the work of the Finance Committee
Prepared by:	Jorge Monterrosa, Controller
Presented by:	Rakesh Shreewastav, Chair and Director from PEO

Background

The purpose of the Finance Committee is to help the Board establish and monitor policies regarding fiscal and risk management.

The committee has the following composition:

- Rakesh Shreewastav Chair and Director from PEO
- Jean Boudreau Member and Director from APEGNB
- Terry Brooks Member and Director from NAPEGG
- Justin Dunn Member and Director from Engineers PEI
- Dwayne Gelowitz Member and Director from APEGS

Status update

The committee met on November 29, 2018 to review the year to date financial statements to October 2018. The committee also finalized their Terms of Reference, and approved Policy 7.1 Board, Committee, and Volunteer expense to go before the Board for approval.

The committee met February 5, 2019 to review the year end Statement of Operations, a verbal update on this meeting will be provided by the Chair.

Next steps

The committee will meet in April 2019 to review the Q1 Statement of Operations.

Appendices

Year end Statement of Operations

Engineers Canada
2018 Statement of Operations - unaudited

Projects Dept.	Budget	Actual	\$ Variance	% Variance	Notes
Revenue	10,800,122	10,245,278	(554,844)	-5%	1
5064 Accreditation	360,000	469,841	(109,841)	-31%	2
Admin - Finance	139,315	122,919	16,396	12%	3
Affinity and Insurance Programs	892,500	912,161	(19,661)	-2%	4
5992 Assessments	114,500	93,490	21,010	18%	5
Communications	338,641	301,130	37,511	11%	6
Diversity & Outreach (Community engagement)	265,900	309,324	(43,424)	-16%	7
Discipline and Enforcement	54,000	50,000	4,000	7%	
5942 Executive Expenses	950,550	748,524	202,026	21%	8
Facilities and General Expenses	383,825	367,585	16,240	4%	9
Foreign credential recognition	65,100	3,119	61,981	95%	10
Globalization & Sustainable Development	324,920	198,226	126,694	39%	11
Human Resources	5,388,400	5,515,767	(127,367)	-2%	12
5782 Information Services	157,454	155,837	1,617	1%	
Legal	122,264	61,181	61,083	50%	13
Mobility and International	151,645	133,165	18,480	12%	14
Office Expenses	40,050	24,657	15,393	38%	15
Organizational Excellence	46,900	57,860	(10,960)	-23%	16
Public Affairs	61,604	54,648	6,956	11%	
Qualifications	250,000	273,919	(23,919)	-10%	17
Rent and Occupancy	616,600	549,268	67,332	11%	18
Research	75,800	16,830	58,970	78%	19
Total Expenses:	10,799,968	10,419,452	380,516	4%	
Operating Surplus/Deficit	154	(174,174)	(174,328)		
5064 Online Accreditation Management Sys.	318,000	285,091	32,909	10%	20
5992 Online Competency Project	362,490	272,184	90,306	25%	21
5942 Gov.Strat. Planning Project- GSPC	699,490	623,377	76,113	11%	22
5782 Computer Consultant	200,200	98,954	101,246	51%	23
Total projects	1,580,180	1,279,605	300,575	19%	
Total Surplus/Deficit	(1,580,026)	(1,453,780)	126,246		

Engineers Canada
2018 Statement of Operations - unaudited

Notes:

Main elements for each variance have been identified as follows:

- 1** 415K Investments, 231K IRP course revenue offset by 85K in CEEC cord. Contributions
- 2** 105K Accreditation visits
- 3** 5K bank & interest charges, 8K insurance
- 4** 76K consultant fees offset by 10K meetings and
40K costs for Secondary Professional Liability Insurance program
- 5** 17K National Membership database maintenance
- 6** 39K corporate comms strategy
- 7** 82K engineering change lab offset by 38K indigenous people outreach
- 8** 15K compensation committee, 20K president's travel, 112k board meetings
- 9** 8K amortization, 7K promotional items
- 10** 57K IIDD enhancements
- 11** 117K climate change and 64K IRP course costs offset by 55K PIEVC related costs
- 12** 41K Supplementary Employee Benefits (SEB) plan, 40K group insurance, 60K temporary salaries
- 13** 61K external legal fees
- 14** 8K WFEO engineering & Environment committee, 6K corporate memberships
- 15** 13K office supplies
- 16** 12K tools and memberships
- 17** 20K QB meetings, 20K QB practice committee with offset by 7K Enviro & Sustain. Committee
- 18** 65K rent due to significant property tax rebate in 2018
- 19** 45K Labour market study
- 20** Variance due to reduced external consulting expenses
- 21** Variance due to reduced meeting costs and shifting some spending to 2019
- 22** Variance due to reduced external consulting expenses
- 23** Variance due to reduced external consulting expenses

BRIEFING NOTE: For information

Governance Committee update	5.8
Purpose:	To update the Board on the work of the Governance Committee
Prepared by:	Stephanie Price, Executive Vice-President Regulatory Affairs and Corporate Secretary
Presented by:	Russ Kinghorn, Chair and Past-President, Director from Engineers & Geoscientists British Columbia

Background

The Governance Committee's purpose is to enhance the Board's effectiveness and efficiency on matters relating to governance principles and policies. The committee maintains the Board Policy Manual and was recently responsible for a major governance update through the Governance, Strategic Planning, and Consultation (GSPC) project. Their current focus is the implementation of the Nominations Task Force's 18 recommendations.

The Committee has the following composition:

- Russ Kinghorn: Chair and Past-President, Director from Engineers & Geoscientists BC
- Annette Bergeron: President and Director from PEO
- Louis Champagne : Director from OIQ
- Sarah Devereaux: Director from Engineers Nova Scotia
- Lisa Doig: Director from APEGA
- Jeff Holm: Director from Engineers & Geoscientists BC

Status update

The committee met three times by teleconference since the September Board meeting. They have:

- Finalized eight policies (presented today for approval).
- Reviewed and approved the final version of the Governance 2.0 consultation package and reviewed the input from the initial consultations with APEGA, PEO and OIQ.
- Finalized the strategic planning process.

The Governance Committee has been working on seven additional policies, which include all necessary amendments to implement the Nominations Task Force recommendations. These will be presented for approval at the May 2019 Board meeting.

Next steps

The committee will conclude their work on the GSPC project once all policies and bylaws related to the Governance 2.0 recommendations have been implemented. This is foreseen for May 2019. They will finalize their work on the Nominations Task Force recommendations for the same Board meeting.

Finally, the committee will begin the annual review of existing policies next quarter (Q2 2019).