

## AGENDA

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

March 1, 2024 | 8:30am – 4:30pm ET

Hybrid delivery: Chateau Laurier, Ottawa, ON | Zoom

Reference materials: [Board Policy Manual](#) | [Bylaw](#) | [Corporate Risk Profile](#) | [Strategic Plan](#)

<b>1. Opening</b>
<p><b>1.1 Call to order and approval of agenda</b> – N. Hill (pages 1-4) <i>THAT the agenda be approved and the President be authorized to modify the order of discussion.</i></p>
<p><b>1.2 Declaration of conflict of interest</b> (pages 5-7)</p>
<p><b>1.3 Review of previous Board meeting</b> – N. Hill (pages 8-9)</p> <p>a) Action item list b) Board attendance list</p>
<b>2. Executive reports</b>
<p><b>2.1 President’s report</b> – N. Hill (verbal)</p>
<p><b>2.2 CEO update</b> – G. McDonald (verbal)</p>
<p><b>2.3 CEO Group report</b> – L. Daborn (slides)</p>
<p><b>2.4 Presidents Group report</b> – M. Plante (slides)</p>
<b>3. Consent agenda</b>
<p>Board members may request that an item be removed from the consent agenda for debate and deliberation. <i>THAT consent agenda items 3.1 to 3.2 be approved.</i></p>
<p><b>3.1 Approval of minutes</b> (pages 10-18) <i>THAT the minutes of the December 4, 2023 Board meeting be approved.</i></p>
<p><b>3.2 National Position Statements</b> (pages 19-40)</p> <p>a) <i>THAT the following new National Position Statements be approved:</i></p> <p>i. <i>Building a Safer Future and more Resilient Future: Engineers’ Role Strengthening Canada’s Building Codes</i> ii. <i>Engineers’ Contributions to Inclusive Design: Creating Accessible Environments</i></p> <p>b) <i>THAT the following updated National Position Statements be approved:</i></p> <p>i. <i>Transforming Indigenous Peoples Access to Post-Secondary Engineering Education</i></p>
<b>4. Board business/required decisions</b>
<p><b>4.1 Annual Strategic Performance Report</b> – G. McDonald (pages 41-60) <i>THAT the Board approve the 2023 Annual Strategic Performance Report, for circulation to the Members for information at the 2024 Annual Meeting of Members.</i></p>
<p><b>4.2 2025-2029 Strategic Plan</b> – N. Hill (pages 61-73) <i>THAT the Board, on recommendation of the Strategic Plan Task Force, recommend to the Members approval of the 2025-2029 Strategic Plan.</i></p>
<p><b>4.3 Collaboration Task Force report</b> – C. Bellini (slides)</p>
<p><b>4.4 Governance Committee report</b> – A. Anderson (slides)</p>

<p><b>4.5 Board policy updates</b> – A. Anderson (pages 74-102)  <i>THAT the Board, on recommendation of the Governance Committee:</i>  a) <i>approve the following revised Board policies:</i></p> <table border="0"> <tr> <td>i. 4.1, Board responsibilities</td> <td>v. 5.7, Compensation and benefits</td> </tr> <tr> <td>ii. 4.8, Board competency profile</td> <td>vi. 6.1, Board committees and task forces</td> </tr> <tr> <td>iii. 4.9, Role of the Presidents (President-Elect, President, and Past President)</td> <td>vii. 7.12, Net assets</td> </tr> <tr> <td>iv. 5.3, Financial condition</td> <td></td> </tr> </table> <p>b) <i>rescind Board policy 7.4, Board relationship with other organizations.</i></p>		i. 4.1, Board responsibilities	v. 5.7, Compensation and benefits	ii. 4.8, Board competency profile	vi. 6.1, Board committees and task forces	iii. 4.9, Role of the Presidents (President-Elect, President, and Past President)	vii. 7.12, Net assets	iv. 5.3, Financial condition	
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iv. 5.3, Financial condition									
<b>4.6 HR Committee report</b> – A. Arenja (slides)									
<p><b>4.7 2024 CEO objectives</b> – A. Arenja (pages 103-106)  <i>THAT the Board, on recommendation of the HR Committee, approve the 2024 CEO objectives.</i></p>									
<b>4.8 CEO Search Committee report</b> – A. Arenja (slides)									
<b>4.9 FAR Committee</b> – D. Nedohin-Macek (slides)									
<b>4.10 CEAB – P. Cyrus</b> (slides)									
<b>4.11 CEQB – F. Collins</b> (slides)									
<b>4.12 Board’s 30 by 30 Champion</b> – T. Joseph (slides)									
<b>5. Generative discussion</b> – N. Hill (pages 107-110)									
Emerging trends in regulation									
<b>6. Next meetings</b>									
<b>Board meetings</b>									
<ul style="list-style-type: none"> <li>April 3, 2024 (virtual)</li> <li>May 24, 2024 (Winnipeg, MB)</li> </ul>	<ul style="list-style-type: none"> <li>June 17, 2024 (Osoyoos, BC)</li> </ul>								
<b>2023-2024 committee and task force meetings</b>									
<ul style="list-style-type: none"> <li>Governance Committee: March 7, 2024 (virtual)</li> <li>FAR Committee: March 8, 2024 (virtual)</li> <li>Collaboration Task Force: March 15, 2024 (virtual)</li> <li>HR Committee: April 8, 2024 (virtual)</li> </ul>	<ul style="list-style-type: none"> <li>FAR Committee: May 9, 2024 (virtual)</li> <li>All 2023-2024 committees and task forces: June 17, 2024 (Osoyoos, BC)</li> </ul>								
<b>7. In-camera sessions</b>									
<p><b>7.1 Board Directors and CEO</b>  <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, and the Engineers Canada CEO.</i></p>									
<p><b>7.2 Board Directors only</b>  <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors and HR Committee members.</i></p> <ul style="list-style-type: none"> <li>Board approval: HR Committee recommendations for CEO assessment (short-term incentive)</li> <li>Meeting evaluation</li> </ul>									
<b>8. Closing</b> (motion not required if all business has been completed)									

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# Board support document

## Meeting norms

Virtual participation:

- Board members and Direct Reports are asked to “show up” to the meeting a few minutes early to test their audio and video connections and are encouraged to reach out to [Boardsupport@engineerscanada.ca](mailto:Boardsupport@engineerscanada.ca) in advance if they anticipate any connection or technological issues.
- To increase meeting engagement and participation, Board members and Direct Reports are requested to turn on their cameras during the meeting, when possible. All participants will have control over their ability to mute their line upon joining the meeting. Participants are asked to self-mute when they are not speaking to minimize background noise. If a participant is muted by an organizer, this is because there was feedback on the line.
- Participants are asked to use the self-mute function and turn off their cameras, instead of leaving the meeting during all breaks. This will help minimize any technical issues and disruption upon re-connection.
- The “Raise hand” function is only to be used if a participant wishes to ask questions and/or make comments after presentations or during debate. Depending on the Zoom version, participants may find the ‘Raise hand’ button under “Reactions” or “Participants”. Participants should reach out in “Chat” if they are not able to locate it.
- If a participant wishes to speak and have not been called upon or are unable to use the “Raise hand” function, they should say their name with an un-muted microphone and obtain permission from the Chair before speaking.
- The “Chat” function will only be monitored by the offsite AV personnel in respect of technical difficulties. Non-technical questions asked through the “Chat” function will not be answered during the meeting.

To conduct the meeting with reasonable time and fairness:

1. For all motions, the meeting chair will call for abstentions and negative votes from the Directors. Directors who do not state a negative vote or an abstention will be considered in favour of the motion. If, for whatever reason, Directors are unable to speak during the motion and feel their opinion was not heard, they should raise their hand, or reach out in “Chat” for technical support.
2. Wordsmithing of motion texts should be avoided as much as possible so that the meeting can stay on track. If the proposed motion and related decision is understood, the Board should move to a debate and discussion on the proposal and should not focus attention on perfecting the text.
3. Participants are asked to speak for a maximum of two (2) minutes at a time (a timer will be projected on the screen) and will be limited to two (2) chances to speak on any one issue or motion. An opportunity to speak a second time will be granted only after everyone has had a chance to speak. The meeting chair reserves the right to allow additional chances to speak, as necessary.
4. Restating or reiterating the same point is strongly discouraged.
5. In the virtual environment where meeting participants are not able to demonstrate their agreement by nodding, they are encouraged to use the “Reaction” buttons to identify their informal support of others’ statements. A safe and respectful environment is encouraged at all times.

6. At the opening of the meeting, the meeting chair will announce which individual will be monitoring the show of hands. The chair will try to ensure that anyone with a raised hand has their point addressed.

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## Board support document

### Conflicts of interest

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

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

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

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

### Handling conflicts of interest

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

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

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

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

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

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

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

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

What perceptions could others have?

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

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

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

Disclosure must be made of the nature and extent of the interest that you have in the contract or transaction (or proposed contract or transaction).<sup>4</sup> The limited case law dealing with the nature and scope of the disclosure required by a conflicted Director suggests that disclosure must make the

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<sup>3</sup> Section 141(1) of the CNCA

<sup>4</sup> Section 141(1) and 141(9)(b) of the CNCA



other Directors fully informed of the real state of affairs (e.g. what your interest is and the extent of the interest).<sup>5</sup> It will rarely suffice to simply declare that you have a conflict of interest.

#### **Step 4 – What next?**

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

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

<sup>6</sup> Section 141(5) of the CNCA

**Engineers Canada Board of Directors action log**

	<b>Meeting date</b>	<b>Action</b>	<b>Responsible</b>	<b>Due date</b>	<b>Update</b>
1.	December 4, 2023	Staff to make available to interested Board members Statistics Canada’s definition of immigrant.	Staff	March 1, 2024	Complete – The definition was provided to the Board on January 10, 2024, via email.
2.	December 4, 2023	Staff to include attendance from the October Board meeting in the March 2024 Board meeting agenda book.	Staff	March 1, 2024	Complete – The attendance from the October board meeting has been included in the March 2024 Board meeting agenda book.
3.	December 4, 2023	Staff will make available to the Board a demonstration of Tandem.	Staff	March 1, 2024	Complete – A demonstration video was provided to the Board on January 10, 2024, via email.
4.	December 4, 2023	N. Hill and A. Arenja to discuss performance metrics for the strategic plan with the Strategic Planning Task Force and CEO Search Committee, respectively.	Engineers Canada President	March 1, 2024	In progress – The CEO Search Committee will discuss CEO short-term performance objectives and metrics at its meeting on April 8, 2024. The Board will discuss measures of success for the 2025-2029 Strategic Plan at its workshop in June 2024.



Last updated: February 16, 2024		Alison Anderson	Adam Azeve	Natasha Avila	Kathy Baig	Ernie Barber	Heather Kennedy	Sophie Lavigne-Hanna	Christine Bellini	Tim Hickey	Hemant Malhotra	Geoff Connolly	Crysa Cumming	Am English	Nancy Hill	Sudhir Das	Tim Joseph	Edward Hedges-McKeel	Patrick Rose	Darlene Spence-Read	Heide Stirling	Nicolas Trugone	John Van der Pijl	Nilek Wroch
<b>Board Meetings</b>																								
June 19, Hybrid (Niagara-on-the-lake, ON)		✓	✓	✓	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
October 5, (Ottawa, ON)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
December 4, Virtual		✓	✓	✓	✓	✓	✓	✓	✓	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Board on Board Leadership Program</b>																								
Ongoing access		✓	✓	✓				✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>4 Seasons training</b>																								
Ongoing access		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>CEAB</b>																								
September 15-16, Edmonton, AB					✓				✓					✓	✓			✓						
February 9-10, Ottawa, ON					✓										✓			✓						
<b>CEQB</b>																								
July 18, Virtual									✓						✓			✓			✓		✓	
September 17-18, Hybrid, Edmonton, AB														✓				✓						
January 30, Virtual									✓						✓			✓			✓			
<b>FAR Committee</b>																								
June 19, Hybrid (Niagara-on-the-Lake, ON)								✓		✓							✓						✓	
August 11, Virtual								✓		✓							✓						✓	
October 17, Virtual								✓		✓							✓	✓					✓	
December 13, Virtual								✓		✓							✓						✓	
<b>Governance Committee</b>																								
June 19, Hybrid (Niagara-on-the-Lake, ON)		✓				✓	✓	✓				✓												
September 20, Virtual		✓				*	✓	✓				✓												
November 15, Virtual		✓				✓	✓	✓				✓						✓						
<b>HR Committee</b>																								
May 27, Hybrid (Halifax, NS)		✓		✓									✓	✓										✓
September 7, Virtual		✓		✓									✓	✓										✓
November 1, Virtual		✓		✓									✓	✓										✓
November 23, Virtual		✓		✓									✓	✓				✓						✓
December 14, Virtual		✓		✓									✓	✓										✓
<b>CEO Search Committee</b>																								
November 23, Virtual		✓		✓									✓	✓										✓
December 20, Virtual		✓		✓									✓	✓										✓
January 18, Virtual		✓		✓									✓	✓										✓
January 30, Virtual		✓		✓									✓	✓										✓
<b>Collaboration Task Force</b>																								
June 19, Hybrid (Niagara-on-the-Lake, ON)			✓					✓				✓	✓									✓		
July 20, Virtual			*					✓				✓	✓									✓		
August 31, Virtual			✓					*				✓	✓									*		
October 4, Ottawa, ON			✓					✓				✓	✓									✓		
November 16, Virtual			✓					✓				*	✓									✓		
December 12, Virtual			*					✓				✓	✓									✓		
February 6, Virtual			*					✓				✓	✓									✓		
<b>Strategic Planning Task Force</b>																								
August 23, Virtual				*										✓				✓	✓				✓	✓
October 4, Virtual				*										✓				✓	✓				✓	✓
December 20, Virtual				*										✓				✓	*				✓	✓
January 22, Virtual				*										✓				✓	✓				✓	✓

Attendance Required	✓
Attendance Not Required / Completed	✓
Attendance for Partial Meeting / In progress	✓
Attendance required, regrets	*
Not applicable	-

**MINUTES OF THE 223<sup>rd</sup> ENGINEERS CANADA BOARD MEETING**

December 4, 2023, 10:00am-5:00pm (ET)

Virtual meeting | Zoom

<b>The following Directors were in attendance:</b>	
N. Hill, President (Chair), PEO	S. Jha, NAPEG
M. Winch, President-Elect, Engineers & Geoscientists BC	T. Joseph, APEGA
K. Baig, Past President, OIQ	H. Kennedy, APEGA
A. Anderson, Engineers Yukon	T. Kirkby, PEO
A. Arenja, PEO	S. Larivière-Mantha, OIQ
N. Avila, APEGA	D. Nedohin-Macek, Engineers Geoscientists MB
E. Barber, APEGS	M. Rose, APEGNB
C. Bellini, PEO	D. Spracklin-Reid, PEGNL
G. Connolly, Engineers PEI	M. Sterling, PEO
C. Cumming, Engineers Nova Scotia	N. Turgeon, OIQ
A. English, Engineers & Geoscientists BC	J. Van der Put, APEGA
<b>The following Directors sent regrets:</b>	
M. Mekomba, OIQ	
<b>The following CEO Group Advisor was in attendance:</b>	
L. Daborn, Chair, CEO Group	
<b>The following Direct Reports to the Board were in attendance:</b>	
F. Collins, Chair, CEQB	G. McDonald, CEO
P. Cyrus, Chair, CEAB	L. Go, General Counsel and Corporate Secretary
<b>The following observers were in attendance:</b>	
K. Atamanchuk, Vice president, Engineers Geoscientists MB	M. Plante, President, APEGA
A. Donaldson, President, Engineers Nova Scotia	R. Roy, President, APEGNB
M. Fewer, CEO, PEGNL	S. Sternbergh, President, Engineers Yukon
M. Gregoire, Interim CEO, Engineers Geoscientists MB	M. Wells, Acting Chair, EDC
S. Holmes, CEO, APEGS	P. Williams, Treasurer, PEO
K. King, Executive Director, Engineers Yukon	H. Yang, CEO, Engineers & Geoscientists BC
J. Landrigan, Executive Director, Engineers PEI	H. Young, Vice president, APEGNB
J. Nagendran, CEO, APEGA	
<b>The following staff were in attendance:</b>	
J. Bard Miller, Manager, Governance, Board Services	S. Price, Executive Vice President, Regulatory Affairs
K. Bouffard, Manager, Belonging and Engagement	N. Proulx, Director, Human Resources
J. Chou, Governance Coordinator	J. Southwood, VP, Corporate Affairs & Strategic Partnerships
M. Falle, Manager, Regulatory Liaison	K. Terada, Executive Assistant, Corporate Affairs and Strategic Partnerships
E. Guest, Assistant Manager, Accreditation	H. Theelen, Director, Strategic Planning & Organizational Excellence
M. McCourt, Senior Financial Officer	
R. Melsom, Manager, CEQB	
D. Menard, Director, Finance	
M. Ouellette, Manager, Strategic and Operational Planning	

## 1. Opening

### 1.1 Call to order and approval of agenda

N. Hill, Engineers Canada President, called the meeting to order at 10:02am ET. Participants were welcomed and the land was acknowledged.

#### ***Motion 2023-12-1D***

#### ***Moved and seconded***

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

#### ***Carried***

Meeting rules and norms were reviewed.

N. Hill shared a diversity moment, focussed on International Migrants Day which is December 18.

**ACTION: Staff to make available to interested Board members Statistics Canada's definition of immigrant.**

### 1.2 Declaration of conflict of interest

No conflicts were declared. Participants were reminded to declare a conflict at any time during the meeting, as necessary.

### 1.3 Review of previous Board meeting

#### a) Action item list

The list was pre-circulated, and it was noted that there are no outstanding actions.

#### b) Board attendance list

The attendance list as of November 20, 2023, was pre-circulated. It was noted that attendance for the October 5, 2023, Board meeting had not been included.

**ACTION: Staff to include attendance from the October Board meeting in the March 2024 Board meeting agenda book.**

## 2. Executive reports

### 2.1 President's report

N. Hill updated the Board on her activities as the President of Engineers Canada since the previous Board meeting.

### 2.2 CEO update

G. McDonald provided the Board with highlights of operational activities since the Board's October 5, 2023, meeting, as circulated in his weekly email update to stakeholders.

As noted at the last Board meeting, Geoscientists Canada has requested from Engineers Canada minimal operational support that had been previously provided by Engineers and Geoscientists British Columbia. It has been confirmed that Engineers Canada will provide Geoscientists Canada with a mailing list, IT support and ad hoc office space. Given the overlap in the year-end for both organizations, finance support could not be provided as requested.

Directors offered their congratulations for the two honours recently awarded to the organization:

- VOscar for Leadership in Volunteerism from Volunteer Ottawa
- National Capital Region's Top Employers

### 2.3 2022-2024 Strategic Plan reporting

#### a) Q3 Interim strategic performance report

G. McDonald referred the Board to the Q3 interim strategic performance report that had been pre-circulated.

#### b) SP 2.1 Accelerate 30 by 30

J. Southwood, Vice President, Corporate Affairs & Strategic Partnerships, and B. Gibson, Manager, Communications presented an update on the progress of Strategic priority 2.1: Accelerate 30 by 30. Presentation slides were pre-circulated to the Board.

In addition to the 30 by 30 initiative, the Board recognized the work of the Higher Education Institutions (HEIs) in increasing the number of women engineering students.

## 3. **Consent agenda**

### 3.1 Approval of minutes

THAT the minutes of the October 5, 2023 Board meeting be approved.

### 3.2 Approval of committee work plans

- THAT the Board approve the 2024 CEAB work plan.
- THAT the Board approve the 2024 CEQB work plan.

### 3.3 Board Consultation plan

THAT the Board approve the 2024 Board Consultation plan.

### 3.4 Review period updates to Board policies

THAT the Board, upon recommendation of the Governance Committee, approve that the following policies be reviewed on a triennial basis:

- 4.4, Confidentiality policy
- 4.5, CEO Group advisor to the Board
- 7.10, Whistleblower policy and procedure

d) 9.1, Accreditation Criteria and Procedures report

3.5 CEAB leadership

THAT the Board approve the appointment of the CEAB leadership for the period July 1, 2024 to June 30, 2025:

- Ray Gosine as Vice-Chair
- Jeff Pieper as Chair
- Pemberton Cyrus as Past Chair

3.6 CEQB leadership

THAT the Board approve the appointment of the CEQB leadership for the period July 1, 2024 to June 30, 2025:

- Sam Inchasi as Vice-Chair
- Frank Collins as Chair
- Margaret Anne Hodges as Past Chair

THAT the Board approve the re-appointment of the Atlantic Provinces Representative team for the period July 1, 2024 to June 30, 2025:

- Amy Hsiao, Atlantic Provinces Representative

3.7 Update: CEO Search Committee terms of reference

***Motion 2023-12-2D***

***Moved and seconded***

***THAT the consent agenda motions, except 3.1 and 3.2, be approved.***

***Carried***

Approval of minutes

The minutes were amended to more clearly reflect that the Board did not unanimously agree to reverse the allowance for business class travel, approved by the Board in May 2023.

***Motion 2023-12-3D***

***Moved and seconded***

***THAT the minutes of the October 5, 2023 Board meeting be approved, as amended.***

***Carried***

Approval of committee work plans

P. Cyrus, Canadian Engineering Accreditation Board (CEAB) Chair, presented the CEAB's 2024 workplan. It was confirmed that budget restraints had not delayed any of the CEAB's planned work. A demonstration of the new software system for accreditation was requested.

**ACTION: Staff will make available to the Board a demonstration of Tandem.**

F. Collins, Canadian Engineering Qualifications Board (CEQB) Chair, presented the CEQB's work plan. He noted that budget restraints would not negatively impact the planned deliverables.

Recognizing that some of the CEQB's work spans multiple years, it was requested that future work plans include anticipated and actual start dates.

***Motion 2023-12-4D***

***Moved and seconded***

***a) THAT the Board approve the 2024 CEAB work plan.***

***b) THAT the Board approve the 2024 CEQB work plan.***

***Carried***

**4. Board business / required decisions**

**4.1 Board policy 7.1, Board, committee, and other volunteer expenses**

N. Hill and M. Wrinch, President-Elect, introduced the motions and briefing note that had been updated and circulated to Board members and observers, on December 1. The proposed reversal of the Board's decision in May 2023 regarding business class airfare reflects changing circumstances for the organization. Support for volunteer work-life balance will be explored through different means.

***Motion 2023-12-5D***

***Moved and seconded***

**THAT the Board amend previously adopted Board policy 7.1 by reverting any reference to the business class travel to the formerly adopted version.**

**THAT the Board direct its standing committees, through their ongoing work, to consider ways to support work-life balance for all Engineers Canada volunteers.**

**THAT the Board rescind previously adopted motion passed on October 5, 2023 regarding its request to the Governance Committee to make recommendation(s) on policy 7.1 (Motion #2023-10-6D).**

***Carried with two-thirds majority***

**4.2 FAR Committee report**

D. Nedohin-Macek, Finance, Audit, and Risk (FAR) Committee Chair, provided the update on behalf of the FAR Committee.

**4.3 2024 budget and 2026 Per Capita Assessment**

D. Nedohin-Macek presented the final 2024 budget and 2026 Per Capita Assessment fee (PCAF) which had been pre-circulated to the Board. The 2024 budget presented for approval incorporates feedback from the Board at its October 5, 2023 meeting and was reviewed by the FAR Committee at its October 17, 2023 meeting. The primary changes were: (a) the allocation of \$100K for CEO recruitment; (b) the allocation of \$118K for an in-person Winter Board meeting; and (c) a reduction of \$37K for Board guest and hospitality costs.

Items underspent in 2023 have informed budget approximations for 2024. Any reductions in spending compared with the budget will reduce the amount drawn down on the unrestricted reserve funds. As such, the Board's decision under item 4.1 of the current agenda to reverse the allowance for business class airfare will reduce the anticipated draw on the unrestricted reserve funds by approximately \$97K.

Directors discussed the PCAF approval process as outlined in the Bylaw and whether higher increases to the PCAF are needed in future to fund the 2025-2029 strategic plan and potential continuation of the marketing campaign. Additionally, it was suggested that PCAF adjustments align with cost of living increases. In preparation for 2025 budget process, the FAR Committee will consider the Board's feedback and insights.

***Motion 2023-12-6D***

***Moved and seconded***

***THAT the Board, on recommendation of the FAR Committee, approve the 2024 budget, including an operational budget of \$11.7M, and a project budget of \$3.6M.***

***THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2026 Per Capita Assessment Fee be set at \$10 per Registrant.***

***Carried with two-thirds majority***

4.4 Governance Committee report

A. Anderson, Governance Committee Chair, provided the update on behalf of the Governance Committee.

4.5 Board policy updates

A. Anderson presented for approval policy revisions proposed by the Governance Committee, all of which had been pre-circulated to the Board.

***Motion 2023-12-7D***

***Moved and seconded***

***THAT the Board, on recommendation of the Governance Committee:***

***a) approve the following revised Board policies:***

***i. 2, Definitions***

***ii. 4.12, Board self-assessment***

***iii. 4.13, Individual Director assessment***

***iv. 6.4, Finance, Audit, and Risk (FAR) Committee terms of reference***

***v.7.8, Rules of order***

***b) rescind Board policy 4.10, Standing agenda items***

***Carried with two-thirds majority***

4.6 HR Committee report

A. Arenja provided the update on behalf of the HR Committee.

#### 4.7 Chair assessment

A. Arenja presented for approval the Chair assessment surveys that had been pre-circulated.

***Motion 2023-12-8D***

***Moved and seconded***

***THAT the Board, on recommendation of the HR Committee, approve the content of the chair assessment survey.***

***Carried.***

#### 4.8 CEAB

P. Cyrus provided an update on behalf of the CEAB. It was noted that the CEAB is working with the CEO Group on a mechanism to ensure that there is a connection between the Regulators and the CEAB, in light of the CEO Group's decision that Regulators would no longer appoint General Visitors.

#### 4.9 CEQB

F. Collins provided an update on behalf of the CEQB. The CEQB was commended for its approach to developing the fitness to practice guideline.

#### 4.10 Strategic Planning Task Force

N. Hill provide an update on behalf of the Strategic Planning Task Force. It was suggested that each proposed strategic plan outcome have a metric associated with it to measure performance, which would be tied to the CEO's annual performance review.

**ACTION: N. Hill and A. Arenja to discuss performance metrics for the strategic plan with the Strategic Planning Task Force and CEO Search Committee, respectively.**

#### 4.11 Collaboration Task Force

C. Bellini provided an update on CTF activities. It was confirmed that the Regulators have been engaged and are generally supportive of the direction of the Statement of Collaboration which will be presented for Board endorsement at the Winter meeting.

#### 4.12 Board's 30 by 30 Champion

T. Joseph provided an update on behalf of the 30 by 30 network.

### **5. Generative discussion**

N. Hill invited the Board to engage in a generative discussion about public interest. The Board discussed in small break-out groups. Insights from the discussions were shared in plenary. The purpose of the discussion was not to come to immediate outcomes but rather to help the Board understand issues that inform future problem solving.



## 6. Next meetings

The next Board meetings are scheduled as follows:

- March 1, 2024 (Ottawa, ON)
- April 3, 2024 (virtual)
- May 24, 2024 (Winnipeg, MB)
- June 17, 2024 (TBC)

## 7. In-camera sessions

### 7.1 Board Directors and CEO

#### **Motion 2023-12-9D**

#### **Moved and seconded**

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

#### **Carried**

The CEO, APEGA left the meeting. The Board agreed to report from its in-camera session the following motion:

#### **Motion 2023-12-10D**

#### **Moved and seconded**

***THAT the Board approves Engineers Canada applying to intervene in the potential appeal on the decision, Court of King's Bench of Alberta, Alberta (Council of the Association of Professional Engineers and Geoscientists) v Getty Images Inc., 2023 ABKB 635.***

#### **Carried**

### 7.2 Board Directors and Director, Human Resources

#### **Motion 2023-12-11D**

#### **Moved and seconded**

***THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, and the Engineers Canada Director, Human Resources.***

#### **Carried**

### 7.3 Board Directors only

#### **Motion 2023-12-12D**

#### **Moved and seconded**

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

#### **Carried**

## **8. Closing**

With no further business to address, the meeting closed at 4:19 pm ET.

*Minutes prepared by J. Bard Miller, Manager, Governance, Board Services for:*

Nancy Hill, B.A.Sc., LL.B., FCAE, FEC, P. Eng., President

Light Go, General Counsel and Corporate Secretary

## BRIEFING NOTE: For decision

National Position Statements		3.2
Purpose:	To approve new and updated National Position Statements	
Link to the Strategic Plan/Purposes:	Core purpose 5: Advocating to the federal government	
Link to the Corporate Risk Profile:	Diminished national collaboration (Board risk) Reputation (operational risk) Sustainability of engineering regulation (operational risk)	
Motion(s) to consider:	<p><i>a) THAT the following new National Position Statements be approved:</i></p> <p><i>i. Building a Safer and more Resilient Future: Engineers' Role in Strengthening Canada's Building Code</i></p> <p><i>ii. Engineers' Contributions to Inclusive Design: Creating Accessible Environments</i></p> <p><i>b) THAT the following updated National Position Statement be approved:</i></p> <p><i>i. Transforming Indigenous Peoples Access to Post-Secondary Engineering Education</i></p>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships	
Presented by:	Gerard McDonald, Chief Executive Officer	

### Problem/issue definition

- National Position Statements (NPSs) are positions on key issues relating to the public interest. These are consensus positions of the provincial and territorial Engineering Regulators. These statements:
  - Represent the collective position of the engineering profession
  - Influence public policy
  - Facilitate discussion with government
  - Provide information for our Members and those of the engineering profession
- Engineers Canada's Public Affairs Advisory Committee (PAAC) is tasked with creating the NPSs. This committee is comprised of volunteers with multi-disciplinary backgrounds and expertise.
- Each year, PAAC develops NPSs on new and existing issues facing the engineering profession. In addition, PAAC works to update the current NPSs to ensure they remain up-to-date and relevant. This helps ensure that parliamentarians and the federal government consider the expertise of the engineering profession in policy-making.
- The current process for deciding which topics PAAC will be developing in the upcoming year starts with a discussion of the potential topics during PAAC's May meeting. This process includes reviewing all existing NPSs and deciding which ones require updating as part of the

annual update cycle. The topics identified by PAAC are circulated for approval by the Engineers Canada Board and the CEO Group. Once approved, PAAC develops and/or updates the NPSs and presents them to the Engineers Canada Board and the Regulators for approval. The process for the identification and development of public policies supported by the Regulators is available in Board policy 9.3, *National Position Statements*.

- The NPSs for review at this meeting are linked to core purpose 5: Advocating to the Federal Government of the 2022-2024 Strategic Plan, and include:
  - New position statements on:
    - Building a Safer and more Resilient Future: Engineers' Role in Strengthening Canada's Building Code
    - Engineers' Contributions to Inclusive Design: Creating Accessible Environments
  - Updated existing statements on:
    - Transforming Indigenous Peoples Access to Post-Secondary Engineering Education

### **Proposed action/recommendation**

- That the Board approve the attached NPSs.
- Once approved, the NPSs will be made public on Engineers Canada's website and will be relied upon when Engineers Canada staff and volunteers consult with the federal government on these issues.

### **Other options considered**

- N/A

### **Risks**

- Should the NPSs not be approved, the advocacy strategy would be impacted until a unified approach is agreed upon.

### **Financial implications**

- N/A

### **Benefits**

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

## Consultation

- Our multi-disciplinary PAAC, Regulators (via the CEOs), and the Engineers Canada Board Directors were asked, by email, to review and provide comments and updates to the presented NPSs; 5 of the 12 Regulators and 1 Director responded with comments via e-mail.
- There were no objections or concerns regarding the engineering profession's position as laid out in the NPSs being presented.

## Next steps (if motion approved)

- The NPSs will be made public on Engineers Canada's website and will be relied upon when consulting with the federal government on these issues.

## Appendix

- **Appendix 1:** NPSs for approval – track change versions highlighting areas of adjustment resulting from staff updates and consultation feedback, and clean copies.

# Building a Safer and more Resilient Future: Engineers' Role in Strengthening Canada's Building Code

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## The engineering profession's position

- The engineering profession recognizes the critical role of building codes, especially Canada's National Building Code, in fostering the safety, functionality, and resilience of buildings. Engineers contribute their technical expertise to develop and implement codes that help buildings withstand climate challenges and endure the impacts of time, sustained use, and environmental pressures.
- Engineers Canada emphasizes the importance of keeping building codes up to date with the latest advancements to enhance buildings for structural soundness and to protect public well-being. Through close collaboration with policymakers, government officials, and interest holders, engineers work to revise codes to meet the increasing demands for safety, health, energy efficiency (low emissions), and resilience.
- The engineering profession believes that building codes should incorporate climate resilience measures, such as flood-proofing, protection against indoor extremes heat and cold, wind-resistant design, tornado-specific protections, and fire-resistant materials. Prioritizing indoor air quality and occupant well-being not only enhances health but also encourages the adoption of sustainable, secure, and resilient building practices.

## The challenge(s)

The Canadian Board for Harmonized Construction Codes (CBHCC), with the support of The National Research Council of Canada, is responsible for the development of Canada's National Model Codes. These codes cover a wide range of objectives, including health, safety, accessibility, fire and structural protection of buildings, and environmental conservation. The National Building Code of Canada (NBC) is one such National Model Code developed and administered by the CBHCC. It is recognized by various federal domains and serves as a foundational document for building regulations across the country.

While the NBC is a federal document, it is also adopted either entirely or partially by Canadian provinces, territories, and municipalities for their local building codes. As a result, most buildings in Canada are governed by provincial and territorial jurisdictions that adhere to the guidelines established by this National Model Code.

The NBC outlines technical requirements for the design, construction, alteration, and demolition of buildings across the country. It plays a key role in upholding the safety, functionality, and

resilience of Canadian structures. Focused on safety, health, accessibility, and energy efficiency, the NBC sets the standard for our built environments. However, it is currently facing challenges that hinder its effectiveness and its ability to adapt to Canadians' changing needs. These challenges in the current state of the NBC need to be addressed to improve its efficacy.

One evident challenge arises from the need to address the impacts of climate change more effectively in the NBC. The increasing severity and frequency of extreme weather events highlight the necessity for improved construction standards that will enable buildings to better withstand demanding climatic conditions. Professionals in the field emphasize the need for robust construction norms that can withstand these challenges..

Equally pressing is the slow pace of code updates. Currently, revisions to the NBC occur every five years,<sup>1</sup> a cadence that might inadequately tackle evolving climate challenges and the necessity for a more adaptive code development process. While efforts are underway to harmonize code adoption across Canada through the federal, provincial, territorial [Regulatory Reconciliation and Cooperation Table](#), there remains a compelling need for accelerated action to bridge this gap.<sup>2</sup> This becomes evident when considering instances where codes have not kept pace with technological advancements or where the current revision cycle has been outpaced by the rapid evolution of climate-related risks.

## How Engineers Canada has contributed

Together with the 12 provincial and territorial engineering regulators, Engineers Canada actively contributes to enhancing the safety and resiliency of communities across Canada and mitigating the impact of climate change on infrastructure. This collaboration involves:

- Issuing [National Position Statements](#) that effectively communicate timely engineering perspectives on critical issues related to public interest, such as infrastructure, Indigenous reserves and remote Indigenous communities, and climate change mitigation and adaptation. These statements highlight the profession's stance on these matters, promoting the representation of the engineering perspective.
- Providing evidence-based recommendations to support [federal initiatives](#). Engineers Canada leverages its technical expertise and knowledge to inform and guide the development of sustainable infrastructure policies, promoting decisions that are grounded in sound engineering principles and practices.
- Developing [national guidelines](#) and papers that support the needs of regulators, engineers, and licensure applicants concerning the environment and sustainability. These resources serve as valuable references and provide guidance on implementing sustainable engineering practices in infrastructure projects across the country.

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<sup>1</sup> National Research Council of Canada. (2022). *Canada's national model codes development system*. <https://nrc.canada.ca/en/certifications-evaluations-standards/codes-canada/codes-development-process/canadas-national-model-codes-development-system>

<sup>2</sup> Natural Resources Canada. (2023). *Canada's national energy code*. <https://natural-resources.canada.ca/energy-efficiency/buildings/new-buildings/canadas-national-energy-code/20675>

Provincial and territorial engineering regulators may play a crucial role in supporting the CBHCC's sustainable building development efforts in Canada. Engineering regulators maintain high standards of competency and ethics within the engineering profession and may develop guidance documents to assist engineers meet their professional obligations in relation to sustainable practices.. They may also offer education and training opportunities to equip engineers with the skills needed to implement sustainable technologies and systems in building projects. By collaborating with industry associations, academic institutions, and other interest holders, they may establish expectations for professional practice, and the adoption of sustainable engineering practices across Canada's public and private infrastructure and buildings.

Engineers provide significant technical expertise and insights into best practices, codes, and standards for building construction, maintenance, and sustainability. Their role is essential in shaping policies and programs that impact Canada's infrastructure landscape. The engineering profession therefore plays an important role in shaping building code revisions and promoting the resilience of Canada's built environment.

Through close collaboration with the engineering profession, the CBHCC aids in promoting that buildings in Canada are designed, constructed, and maintained to high standards of safety, reliability, and sustainability. The expertise and dedication of engineers, along with the support of regulatory bodies, contribute significantly to the development and continuous enhancement of building codes that govern the design, construction, and retrofitting of buildings across the nation.

### **Recommendations for the federal government**

The Canadian Board for Harmonized Construction Codes is responsible for the development of Canada's National Model Codes. To promote the safety and resilience of buildings, a comprehensive revision of the NBC is imperative. Due to the existing planning timelines, climate resilience measures are anticipated to be integrated into the NBC post-2030. The code revision scheduled for 2025 is expected to include standards for operational greenhouse gas emissions, while the 2030 code revision is likely to incorporate requirements pertaining to embodied carbon. With millions of new homes planned for development in Canada to meet housing affordability needs, an off-cycle upgrade to the NBC should be prioritized. This upgrade should integrate physical climate resilience measures, such as indoor passive/active cooling requirements and safe indoor maximum and minimum temperature limits.

Furthermore, any future revisions should accommodate the escalating severity of climate conditions and integrate measures to mitigate flood risks, withstand extreme weather events, and enhance energy efficiency. More frequent code updates and a streamlined process that enables prompt responses to emerging challenges are essential.

By prioritizing measures that foster climate resilience and embracing a more agile approach to code development, Canada can better safeguard its communities, mitigate financial losses, and promote sustainable and secure building practices.



The CBHCC should also:

- Promote the adoption of the [National Energy Code of Canada for Buildings 2020](#) uniformly across Canada. This code serves as a national model, specifying exact technical prerequisites for facilitating energy-efficient design and construction of new buildings and expansions. It addresses elements such as the building envelope, lighting, heating, ventilation, air conditioning, service water heating, electrical power systems, and renewable energy systems nationwide. Adherence to this code can reduce energy consumption and greenhouse gas emissions from new constructions, resulting in reduced operating costs and improved indoor environmental quality.<sup>3</sup>
- Develop a code that aims for zero emissions for new buildings and homes. This involves designing and constructing structures to minimize emissions from the outset, rather than trying to offset emissions later. This approach can reduce energy use and greenhouse gas emissions from buildings while promoting the use of renewable energy sources and other sustainable technologies.
- Incorporate climate resilience and indoor air quality measures into building codes to protect against extreme weather events. These codes could include mandates for flood-proofing, wind-resistant design, fire-resistant materials, and passive cooling strategies. Specific requirements for indoor air quality should also be included to foster occupant health and safety. This could involve mandating the use of mechanical heat recovery ventilation systems for adequate ventilation and incorporating [ASHRAE Standard 241](#) into the NBC to mitigate disease transmission risk through exposure to infectious aerosols in new buildings, existing buildings, and major renovations.
- Continue focusing on the outputs from the Climate Resilient Buildings and Core Public Infrastructure (CRBCPI) Initiative. Led by the National Research Council of Canada, this initiative has developed tools and guidance to help the construction industry integrate climate change considerations into buildings and infrastructure. Prioritizing these resources can enhance climate-resilient construction capacity within industry.

These recommendations focus on making buildings more energy-efficient, reducing emissions, improving resilience to climate change, and improving indoor air quality. By adopting these recommendations, the CBHCC can contribute to creating a safer, more functional, and resilient built environment in Canada.

## How Engineers Canada will contribute

Engineers Canada is committed to:

- Supporting the CBHCC in their ongoing efforts to modernize building codes, standards, and other relevant instruments, including the development of new infrastructure maintenance standards.

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<sup>3</sup> Natural Resources Canada. (2023). *Canada's national energy code*. <https://natural-resources.canada.ca/energy-efficiency/buildings/new-buildings/canadas-national-energy-code/20675>

- Promoting the adoption of best practices among interest holders, such as professionals, public and private organizations, and local communities. This helps them understand the benefits of modernizing building codes and encourages progress in the modernization process.
- Engaging in continuous collaboration with practitioners, government officials, and decision-makers to highlight the importance and advantages of long-term investments in climate-resilient core public infrastructure. This also includes understanding evolving solutions as research and technologies progress and as the role of efficient and resilient buildings in Canada's broader economy becomes clearer. By advocating for sufficient funding for infrastructure maintenance, Engineers Canada aims to provide safe and reliable services while protecting public health and the environment.

Through these initiatives, Engineers Canada aims to actively contribute to the improvement of building codes, the resilience of infrastructure, and the overall well-being of Canadians. By leveraging their expertise and collaborating with interest holders, Engineers Canada seeks to drive positive change in the development, operation, and maintenance of infrastructure across the country. This can be accomplished by ensuring consultation is initiated early and maintained throughout the process, especially when proposing revisions to the NBC.

# Engineers' Contributions to Inclusive Design: Creating Universally Accessible Environments

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## The engineering profession's position

- Engineers understand their responsibility in creating accessible physical environments and promoting inclusivity. By adopting inclusive design principles, they cater to the needs of individuals with disabilities, older adults, and marginalized groups, among others. This results in environments that are beneficial to everyone.
- By recognizing accessibility as a core value, engineers contribute to a society that values diversity and ensures equal opportunities for all. Their commitment to accessibility extends beyond regulatory requirements, as they strive to create environments that eliminate barriers and enhance the overall well-being of individuals.
- Engineers Canada calls upon the federal government to continue prioritizing accessibility by enforcing standards aligned with Universal Design principles<sup>1</sup>, promoting elevated accessibility standards, and harmonizing accessibility requirements across provinces and territories.

## The challenge(s)

Accessibility in Canada refers to the design of products, devices, services, or environments for people who experience disabilities.<sup>2</sup> The most recent Canadian Survey on Disability indicates that over 6.2 million individuals had a disability in 2017. This represents 22 per cent of Canadians aged 15 and above who face limitations in their daily activities due to disabilities, with higher rates among older adults.<sup>34</sup> Given that an estimated one billion people worldwide live with some form of disability, the challenge is significant. Yet, the opportunity is even greater to investigate how engineering can foster inclusivity in the design of products and technologies. As the proportion of older adults rises, so too will the population of individuals with disabilities, underscoring the need for inclusiveness. However, inclusion goes beyond designing for people

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<sup>1</sup> *Universal Design principles refer to the design and composition of an environment so that it can be accessed, understood, and used to the greatest extent possible by all people, regardless of their age, size, ability, or disability. The main goal of Universal Design is to allow everyone to use them to the fullest extent possible without the need for adaptations.*

<sup>2</sup> Accessibility Services Canada. (2023). Definitions. <https://accessibilitycanada.ca/get-help/definitions/>

<sup>3</sup> Lau, S-T., Nirmalanathan, K., Khan, M., Gauthier, C., Maisel, J., Novak, A. (2020). A Canadian Roadmap for Accessibility Standards, Canadian Standards Association, Toronto, ON. <https://www.csagroup.org/article/research/a-canadian-roadmap-for-accessibility-standards/#heading-3>

<sup>4</sup> Employment and Social Development Canada, Disability Inclusion and Accessibility infographic – 2021. <https://www.canada.ca/en/employment-social-development/corporate/reports/esdc-transition-binders/inclusion-2021-infographic.html>

with disabilities. It also involves understanding human behavior, socialization patterns, lifestyles, and space accessibility, often requiring the involvement of multiple professional skills.

While inclusive design is not yet widely adopted, particularly in building design practice,<sup>5</sup> Canadian jurisdictions have made considerable progress in accessibility through the implementation of legislation, standards, and policies. Significant milestones over the past two decades include the Accessibility for Ontarians with Disabilities Act (AODA) in 2005, which led to the development of the Integrated Accessibility Standards Regulations (IASR) in 2011.<sup>6</sup> Additionally, provinces such as Manitoba (2013) and Nova Scotia (2017), New Brunswick (2021) have enacted their own accessibility legislation.<sup>7</sup> Canada's commitment to disability rights was further demonstrated by its signing of the United Nations Convention on the Rights of Persons with Disabilities in 2010. The [Accessible Canada Act](#) (ACA) which became federal legislation in 2019, is a recent milestone. This act aims to establish a barrier-free Canada by 2040 and applies to the federal government and organizations under its jurisdiction, including federal departments and federally regulated industries.<sup>8</sup> Moreover, cities and communities have taken the initiative by implementing bylaws, policies, and guidelines to address accessibility barriers in various aspects of daily life.

With the increasing number of Canadians living with disabilities, it is crucial to evaluate the current state of accessibility and take steps to address existing gaps. Engineers are instrumental in creating a more inclusive and accessible society that benefits all. By adopting Universal Design principles and considering the diverse needs of individuals with disabilities, engineers can help create inclusive spaces and develop innovative technologies. With a concerted effort to eliminate these barriers, all levels of government can make significant strides towards a more inclusive and accessible society, ultimately improving the well-being and quality of life for all citizens.

Achieving these objectives requires a multidisciplinary approach, with engineers playing a critical role. Key challenges to be addressed include inadequate infrastructure, inaccessible buildings, transportation limitations, and issues in public spaces. Engineers have unique skills and knowledge that can be leveraged to overcome these challenges and ensure accessibility for individuals with disabilities, older adults, and other marginalized groups. As systems thinkers, engineers are trained to think beyond immediate consequences or design applications, to continually re-evaluate and challenge assumptions. This makes them ideally suited to strive for inclusive and accessible solutions.

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<sup>5</sup> Zallio, M., & Clarkson, P. J. (2021). Inclusion, diversity, equity and accessibility in the built environment: A study of architectural design practice. *Building and Environment*, 206, 108352. <https://doi.org/10.1016/j.buildenv.2021.108352>

<sup>6</sup> Government of Ontario. (2021). 2019 Legislative Review of the Accessibility for Ontarians with Disabilities Act, 2005. <https://www.ontario.ca/page/2019-legislative-review-accessibility-ontarians-disabilities-act-2005>

<sup>7</sup> Lau, S-T., Nirmalanathan, K., Khan, M., Gauthier, C., Maisel, J., Novak, A. (2020). A Canadian Roadmap for Accessibility Standards, Canadian Standards Association, Toronto, ON. <https://www.csagroup.org/article/research/a-canadian-roadmap-for-accessibility-standards/#heading-3>

<sup>8</sup> Employment and Social Development Canada. (2023). Towards an Accessible Canada. <https://www.canada.ca/en/employment-social-development/programs/accessible-canada.html>

## How Engineers Canada has contributed

Engineers Canada recognizes the significant role the engineering profession plays in creating accessible built environments and promoting inclusivity. Engineers Canada is dedicated to assisting provincial and territorial engineering regulators in guiding engineers to fulfill their responsibility of creating accessible spaces. This commitment includes the active promotion of Universal Design principles, which aim to create environments usable by individuals with a wide range of abilities. Engineers Canada strives to make workplaces welcoming and inclusive, working with regulators to foster diversity within the profession. The expectation of inclusive workplaces consequently sets the standard for inclusive and accessible design.

## Recommendations for the federal government

Considering the adoption of the ACA in 2019, it is crucial for the federal government to prioritize actions that advance accessibility in alignment with its established objectives. To achieve an inclusive Canada for all Canadians, the federal government should consider:

1. Promoting accessibility standards, such as the [CSA/ASC B651 standard](#) for Accessible Design for the Built Environment. This standard provides guidelines for designing accessible buildings and public spaces and adopting this standard could play a crucial role in promoting accessibility for all, in new construction projects.
2. Establishing funding programs in collaboration with provincial and municipal governments, as well as private owners. These programs should incentivize the consideration and incorporation of accessibility measures during retrofits and renovations. Furthermore, all federal funding should be contingent upon adherence to accessibility and inclusivity standards, ensuring a comprehensive approach to building retrofits that prioritizes universal access and compliance with current codes.
3. Incentivizing and promoting higher accessibility standards for new projects and major retrofits, fostering innovation, and ensuring accessibility is integrated into all aspects of the built environment.
4. Increasing funding for programs and initiatives that aim to improve accessibility for people with disabilities. This could include funding for research and development of new technologies and design solutions.
5. Facilitating the development of a long-term strategy to harmonize accessibility requirements across provinces and territories, promoting consistency and clarity for industry interest holders, regulators, and the public.
6. Providing continued funding for accessibility certification programs to encourage building owners to adopt universal design principles and go beyond compliance. This support can enhance education, increase awareness, encourage interdisciplinary collaboration with engineers in the early stages of projects, and drive the widespread implementation of effective accessibility measures.

By adopting these recommendations, the federal government can reaffirm its dedication to realizing an accessible Canada. Collaborating with the engineering profession and incorporating the firsthand experiences of individuals with disabilities is important in ensuring effective design solutions. This collaboration should extend to engineering education and practice, expediting the integration of accessibility and Universal Design principles. By providing support and resources to the engineering profession, the federal government can foster the widespread adoption of accessibility measures and contribute to the development of a more inclusive society.

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

Engineers Canada is committed to promoting inclusive design and ensuring the creation of accessible physical environments in Canada. Engineers Canada will continue to:

- Advocate for the integration of inclusive design principles and accessibility considerations in government policies, regulations, and initiatives.
- Monitor the government agenda, legislative initiatives, and proposed regulations related to accessibility and bring recommendations to the attention of decision-makers to influence the development of policies that prioritize accessibility and foster a more inclusive society.
- Provide input from engineers on federal legislation and regulations where engineering work would be in the public interest.
- Support the work of the engineering regulators to enforce the provincial and territorial engineering acts as they pertain to the practice of engineering disciplines impacting accessibility and inclusive design.

# Transforming Indigenous Peoples Access to Post-Secondary Engineering Education

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## The engineering profession's position

- Transforming the representation of Indigenous Peoples, world views, and ways of knowing in post-secondary engineering education is crucial for developing solutions through a holistic lens, while fostering innovation, addressing skills shortages, and amplifying diverse perspectives in tackling complex challenges.
- Federal government support for Indigenous access to engineering programs is essential to maintaining Canada's leadership in providing intellectual capital to the global marketplace. In addition, federal government support is required to address the Calls to Action 6 to 12 of the Truth and Reconciliation Commission (TRC) ~~as well as to begin to address systemic inequities caused by colonization.~~
- Initiatives promoting Indigenous representation should be incorporated throughout the engineering journey, beginning in kindergarten to Grade 12 (K-12) with grade-school programs and curricula embedding Indigenous systems of knowledge throughout subject contents.
- Post-secondary institutions and programs dedicated to honouring Indigenous representation, world views, and knowledge systems play a critical role in attracting and retaining Indigenous people in the engineering profession.
- Engineers Canada collaborates with provincial and territorial regulators to ensure the profession reflects Canadian demographics and meets the needs of the Canadian economy. This work aligns with the ~~Truth and Reconciliation Commission~~ TRC's Call to Action 92.

## The challenge(s)

Indigenous ~~people~~ individuals in Canada, despite making up over 4.9 per cent of the population, are significantly underrepresented in engineering programs, accounting for only 0.6 per cent of undergraduate enrolment and 0.73 per cent of the profession.<sup>1,2</sup> This disparity is not due to a lack of interest or capability, but rather the result of systemic barriers.

These barriers are multifaceted, encompassing social, political, and economic challenges that have been perpetuated by ongoing colonization and intergenerational trauma from the residential school system. ~~The residential school system, which~~ was established to assimilate Indigenous children into Euro-Canadian culture. Inadequate funding for ~~Indigenous~~ schools and early education gaps further exacerbate this issue. Discriminatory attitudes within the engineering profession and limited awareness of engineering as a career option for Indigenous

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<sup>1</sup> Statistics Canada (2018). Aboriginal Population Profile. 2016 Census. Statistics Canada Catalogue no. 98-510X2016001. Ottawa. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/abpopprof/index.cfm?Lang=E>

<sup>2</sup> Engineers Canada (2021). Indigenous Engineering in Canada. <https://engineerscanada.ca/indigenous-engineering-in-canada>.



~~students people~~ also contribute to ~~the low enrollment number of Indigenous individuals in~~ engineering education programs and graduates with engineering licences.

The importance of Indigenous representation in the engineering profession cannot be overstated. It is crucial for protecting the public interest and reflecting Canada's diverse demographics. However, systemic barriers disproportionately affect marginalized and underrepresented groups, including Indigenous people.

To truly advance engineering and applied sciences, it is vital to value and embed Indigenous perspectives and traditional ways of knowing knowledge into the education system. This objective aligns with the decolonization of education and the Calls to Action set forth by the ~~Truth and Reconciliation Commission (TRC)~~.<sup>3</sup>

Engineering faculties aim to prepare students to be innovators and entrepreneurs. However, the representation of Indigenous ~~students people~~ in accredited engineering programs is significantly lower than their population percentage in Canada. Embracing traditional ways of knowing knowledge within post-secondary engineering education and ensuring Indigenous representation can foster growth and innovation in the profession.

The impacts of systems of oppression on Indigenous people's access to post-secondary engineering education in Canada are far-reaching. These impacts include unemployment, poverty, geographical challenges for remote communities, inadequate high school education support, limited availability of prerequisite science and math courses in remote areas, absence limited availability of STEM role models ~~within the community~~, and insufficient information on career options.

Addressing these challenges requires understanding both the present circumstances and historical context. The long-standing history of colonialism and assimilation in Canada has erected numerous obstacles for Indigenous people students.<sup>4,5</sup>

Numerous studies have explored ~~the perceptions of Indigenous post-secondary students about the factors that contribute to their success in university undergraduate programs a multitude of factors that contribute to Indigenous post-secondary student success in university undergraduate programs~~.<sup>6,7</sup> Students have identified several university services that positively impact their university experience, including Indigenous counsellors, dedicated scholarships and bursaries, and spaces specifically allocated for Indigenous students. However, they also

<sup>3</sup> The Truth and Reconciliation Commission of Canada. (2015a). Calls to Action. Winnipeg, MB.

<sup>4</sup> Hallett, D., Want, S. C., Chandler, M. J., Koopman, L. L., Flores, J. P., & Gehrke, E. C. (2008). Identity in flux: Ethnic self-identification, and school attrition in Canadian Aboriginal youth. *Journal of Applied Developmental Psychology*, 29(1), 62-75. <https://doi.org/10.1016/j.appdev.2007.10.008>

<sup>5</sup> Lamb, D. (2014). Aboriginal early school leavers on- and off-reserve: An empirical analysis. *Canadian Public Policy*, 40(2), 156-165. <https://doi.org/10.3138/cpp.2012-060>

<sup>6</sup> Timmons, V. (2013). Aboriginal students' perceptions of post-secondary success initiatives. *The Canadian Journal of Native Studies*, 33(1), 231-237.

<sup>7</sup> Tanya Chichekian, Catherine Maheux. Indigenous students' experiences regarding the utility of university resources during medical training, *International Journal of Educational Research Open*, Volume 3, 2022, 100212, ISSN 2666-3740. <https://doi.org/10.1016/j.ijedro.2022.100212>.



encounter challenges such as transition issues, financial constraints, and lack of community. By addressing these challenges and implementing decolonization strategies, we can make post-secondary engineering education more just and accessible for Indigenous ~~learners~~people. This will not only contribute to the advancement of the engineering profession but also benefit Canadian society.

## How Engineers Canada has contributed

Addressing the underrepresentation of Indigenous engineers necessitates acknowledging the historical and ongoing oppression of Indigenous Peoples within the engineering field. This includes recognizing the impacts of projects on Indigenous lands, the establishment of man camps, and the marginalization of Indigenous worldviews within engineering education.

Increasing Indigenous representation in post-secondary engineering education and the profession extends beyond innovation. It aligns with the United Nations Declaration on the Rights of Indigenous People (UNDRIP) and encourages Indigenous youth to consider engineering as a career path by fostering the development of Indigenous engineering role models. To reflect Canada's demographics in the engineering profession, it's vital to ensure that Indigenous students have safe, equitable, and decolonized access to post-secondary engineering education.

Engineers Canada is committed to promoting initiatives that attract and retain Indigenous people in post-secondary engineering education and the profession. These contributions include:

- Undertaking projects like the [\*Report on Truth and Reconciliation in Engineering Education\*](#). This initiative engages Indigenous students, faculty, and staff from engineering faculties across the country, capturing Indigenous experiences and perspectives within engineering education through interviews and surveys. The aim is to foster inclusive and equitable engineering faculties. [\*Indigenous Inclusion in Engineering\*](#) research provides valuable insights into the life experiences and characteristics of Indigenous engineers across three provinces.
- Playing a key role in establishing the Canadian Indigenous Advisory Council (CIAC) within the American Indian Science and Engineering Society (AISES). Engineers Canada supports AISES in Canada by providing mentorship and networking opportunities.
- Highlight successful programs like the University of Manitoba's Engineering Access Program (ENGAP) and Queen's University's Aboriginal Access to Engineering program, which help bridge educational gaps and provide essential resources.
- Working with provincial and territorial engineering regulators to ensure fair application of standards, thereby promoting equal opportunities for all aspiring engineers, including Indigenous people.
- Issuing a [\*Guideline on Indigenous Consultation and Engagement\*](#), which was developed in response to key works such as the Royal Commission on Aboriginal People (RCAP), the Truth and Reconciliation Commission's (TRC) Calls to Action, the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice, and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). This guideline embodies Engineers

Canada's commitment to fostering relationships, contributing to improved community outcomes, and promoting collective healing. It encourages users to engage with humility and empathy, extending relationship building beyond just engineering projects.

- Fostering connections and knowledge sharing among educators and staff members at various academic institutions who are working towards decolonizing and indigenizing the engineering education system.

Through active support of these programs and initiatives, Engineers Canada strives to foster a more equitable and diverse engineering profession, enhancing access to education for Indigenous people and increasing their representation in the field.

## Recommendations to the federal government

The federal government's support is crucial in aiding the engineering profession's efforts to attract Indigenous people to post-secondary engineering education. This involves endorsing programs that cultivate inclusive environments where all students feel welcomed and appreciated.

Supporting the advancement of Indigenous people participatieng in engineering aligns with the Truth and Reconciliation Commission's Calls to Action, which aim to eliminate educational and employment gaps between Indigenous and non-Indigenous people. To increase Indigenous participation in engineering, several measures need to be taken:

- **Expand access programs:** Allocate funding to expand existing Indigenous people's access programs and establish new ones. Support the use of digital technologies to provide educational opportunities for remote Indigenous communities.
- **Fund Barrier Research:** Invest in research on the barriers that hinder the entry and inclusion of Indigenous youth in engineering programs.
- **Support workforce transition:** Support well-paid post-secondary engineering co-op programs for Indigenous students and implement subsidized employment programs to facilitate the transition of Indigenous engineering graduates into the workforce.

To encourage more equitable workplaces and improve relations between the engineering profession and Indigenous communities, the federal government should:

1. Support meaningful consultations with Indigenous people communities to develop pilot programs for new professional conduct training that address the unbalanced relationships between Indigenous people communities and the engineering profession.
2. Allocate funding for the development of resources to help engineers navigate and address the Truth and Reconciliation Commission's 94 Calls to Action.

Lastly, it's crucial for the federal government to support efforts to attract and retain talented individuals from Indigenous communities Indigenous people in the engineering profession in Canada. This includes funding the establishment of an Indigenous professional engineering association that can facilitate outreach, access, bursaries, mentorships, and work-integrated learning opportunities for Indigenous engineers across the country.

## How Engineers Canada will contribute

Engineers Canada remains fully committed to Truth and Reconciliation and supporting the engineering profession in its efforts to attract and retain Indigenous people in both post-secondary engineering education and the profession itself. To achieve this, Engineers Canada will undertake the following initiatives:

- Actively promote and provide support to programs that facilitate Indigenous participation in undergraduate engineering programs. Engineers Canada will also collaborate closely with the federal government and partners to ensure the necessary measures and supports are in place.
- Maintain active membership in the Canadian Indigenous Advisory Council (CIAC), actively contributing advice and guidance to the programming efforts of the AISES.
- Support student participation in the annual AISES in Canada conference.
- Highlight the achievements of Indigenous engineers and students in Engineers Canada's publications.
- Collaborate closely with engineering regulators to gather essential data on the number of Indigenous professional engineers practicing in Canada. This includes establishing partnerships with relevant groups and Indigenous associations to foster collaboration and promote inclusivity.

Guided by truth and reconciliation, Engineers Canada aims to make substantial progress in increasing Indigenous representation in the field of engineering and fostering a more just and supportive environment for Indigenous people within the profession.

# Transforming Indigenous Peoples Access to Post-Secondary Engineering Education

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## The engineering profession's position

- Transforming the representation of Indigenous Peoples, world views, and ways of knowing in post-secondary engineering education is crucial for developing solutions through a holistic lens, while fostering innovation, addressing skills shortages, and amplifying diverse perspectives in tackling complex challenges.
- Federal government support for Indigenous access to engineering programs is essential to maintaining Canada's leadership in providing intellectual capital to the global marketplace. In addition, federal government support is required to address the Calls to Action 6 to 12 of the Truth and Reconciliation Commission (TRC)..
- Initiatives promoting Indigenous representation should be incorporated throughout the engineering journey, beginning in kindergarten to Grade 12 (K-12) with grade-school programs and curricula embedding Indigenous systems of knowledge throughout subject contents.
- Post-secondary institutions and programs dedicated to honouring Indigenous representation, world views, and knowledge systems play a critical role in attracting and retaining Indigenous people in the engineering profession.
- Engineers Canada collaborates with provincial and territorial regulators to ensure the profession reflects Canadian demographics and meets the needs of the Canadian economy. This work aligns with the TRC's Call to Action 92.

## The challenge(s)

Indigenous people in Canada, despite making up over 4.9 per cent of the population, are significantly underrepresented in engineering programs, accounting for only 0.6 per cent of undergraduate enrolment and 0.73 per cent of the profession.<sup>1,2</sup> This disparity is not due to a lack of interest or capability, but rather the result of systemic barriers.

These barriers are multifaceted, encompassing social, political, and economic challenges that have been perpetuated by ongoing colonization and intergenerational trauma from the residential school system. The residential school system was established to assimilate Indigenous children into Euro-Canadian culture. Inadequate funding for schools and early education gaps further exacerbate this issue. Discriminatory attitudes within the engineering profession and limited

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awareness of engineering as a career option for Indigenous people also contribute to low enrollment in engineering education programs and graduates with engineering licences.

The importance of Indigenous representation in the engineering profession cannot be overstated. It is crucial for protecting the public interest and reflecting Canada's diverse demographics. However, systemic barriers disproportionately affect marginalized and underrepresented groups, including Indigenous people.

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## BRIEFING NOTE: For decision

Annual Strategic Performance Report		4.1
Purpose:	To approve the 2023 Annual Strategic Performance Report	
Link to the Strategic Plan / Purposes:	Board responsibility: Hold itself and its Direct Reports accountable Board responsibility: Provide ongoing and appropriate strategic direction	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<i>THAT the Board approve the 2023 Annual Strategic Performance Report, for circulation to the Members for information at the 2024 Annual Meeting of Members.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Gerard McDonald, Chief Executive Officer	

### Issue definition

- The 2022-2024 Strategic Plan and its objectives and outcomes resulted from extensive consultation with Regulators and was approved by the Members in May 2021.
- The new strategic reporting template was presented to and endorsed by the Governance Committee in March 2021.
- The performance measures were approved by the Board at its June 2021 strategic workshop.
- The report focuses on the achievement of objectives set in the 2022-2024 Strategic Plan.
- The outcomes set in the 2022-2024 Strategic Plan are longer-term and cannot be measured at this point.
- Board policy 1.4, *Strategic Plan*, states that the Board and Members shall receive the annual performance report to provide the basis for requesting any changes to the strategic plan.

### Proposed action/recommendation

- That the Board approve the attached 2023 Annual Strategic Performance Report so that it may be circulated for information to the Members at their meeting in May.
- All strategic priorities are on target to be completed in 2024.

### Other options considered

- No other options were considered, given that it is mandatory under Board Policy 1.4, *Strategic Plan*.

### Risks

- Failing to report progress and demonstrate accountability to the Members could lead to a loss of trust.

## Financial implications

- There are no costs associated with this report. Expenses related to delivering the strategic plan have been accounted for in Engineers Canada's annual budget.

## Benefits

- The development, review, and concurrence of an annual strategic performance report provides an opportunity for the Board to reflect on its performance and that of the organization.
- The annual strategic performance report demonstrates to the Regulators that the Board members understand who they are accountable to, and that they are committed to their role of delivering value to the Regulators.

## Consultation

- This report on progress towards achieving those objectives and outcomes was developed by staff to ensure accuracy.
- The primary consultation is the Board meeting, where Directors will agree on what level of achievement to report to the Regulators.

## Next steps

- Based on input from the Board, staff will finalize (and amend, if necessary) the 2023 Annual Strategic Performance Report and ensure that it is included in the agenda materials for the 2024 Annual Meeting of Members.




## Appendix

- **Appendix 1:** 2023 Annual Strategic Performance Report

## Annual Strategic Performance Report: Q4-2023

This strategic reporting template was reviewed and endorsed by the Governance Committee in November 2021. Indicators were approved at the [Board Strategic Workshop](#) in June 2021. Performance is benchmarked against the [2022-2024 Strategic Plan](#) that came into effect on January 1, 2022.

### Legend


	Status of strategic priority
Overall activities on track to be completed by 2024	
Overall activities experiencing some delays, no foreseen impact on completing the strategic priority by 2024	
Overall activities experiencing some delays which could impact the ability to complete the strategic priority by 2024	

### Reporting Information Sources

The information included in this report has been obtained from the following sources:


Section	Source
<b>Planned activities (as set in June 2021)</b>	<a href="#">Copied from Board June 2021 strategic workshop presentation</a>
<b>2023 quarterly reporting</b>	Staff updates as part of quarterly internal reporting
<b>What we will do</b>	<a href="#">Copied from 2022-2024 Strategic Plan</a>
<b>What does success look like</b>	<a href="#">Copied from Board June 2021 strategic workshop presentation</a>
<b>How will we measure success in 2024*</b>	

*\*A summary of indicators, by strategic priority, is located at the end of this report*

SP1.1, Investigate and validate the purpose and scope of accreditation												
Status: 												
Planned activities (as set in June 2021)	2022			2023			2024					
1. Benchmark accreditation												
2. Report on state of engineering education												
3. Investigate academic requirement for licensure												
4. Examine the purpose of accreditation												
5. Set a path forward												

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. Benchmark accreditation	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>
2. Report on state of engineering education	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>
3. Investigate an academic requirement for licensure	<ul style="list-style-type: none"> <li><a href="#">Simulations</a> kicked off on March 30, 2023, and will conclude in mid May.</li> <li>Research will ensue post simulation and plans for Regulator consultations will start in Q2 and Q3 and executed in Q4.</li> </ul>	<ul style="list-style-type: none"> <li>Simulations were completed in May and findings were shared with participants.</li> <li>Regulators consultations will start in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>All activities planned for Q3 have been completed.</li> <li>A Full Spectrum Competency Profile was developed and the CEAB and CEQB were consulted.</li> <li>A draft plan for research with other organizations that regulate or accredit professions was developed and will be executed in Q4.</li> <li>Q4 activities are on track.</li> </ul>	<ul style="list-style-type: none"> <li>All activities planned for Q4 have been completed.</li> <li>The results of the Full Spectrum Competency Profile consultations were shared with all participants and a high-level summary posted to the Futures of Engineering Accreditation (FEA) website.</li> </ul>
4. Examine the purpose of accreditation	<ul style="list-style-type: none"> <li><a href="#">Simulations</a> kicked off on March 30, 2023, and will conclude mid May.</li> <li>Research will ensue post simulation and</li> </ul>	<ul style="list-style-type: none"> <li>Simulations were completed in May and findings were shared with participants.</li> </ul>	<ul style="list-style-type: none"> <li>The development of the purpose of accreditation is delayed as the Task Force was unable to produce a draft purpose in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>All activities planned for Q4 have been completed.</li> <li>Interviews with other bodies whose work is</li> </ul>

	plans for regulator. consultations will start in Q2 and Q3 and be executed in Q4.	<ul style="list-style-type: none"> <li>Regulators consultations will start in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>Parameters for a successful accreditation system and three areas of focus for the future purpose of accreditation were developed instead.</li> <li>The CEAB and CEQB were consulted. Regulator and EDC consultations will start in Q4.</li> <li>A survey of under-represented groups is also delayed and will be executed in Q4.</li> <li>Q4 activities are on track.</li> </ul>	relevant to the FEA project were conducted in Q4 (nursing, architecture, accounting). Underrepresented voices (students, graduates of accredited programs, internationally trained engineers, those working in engineering but not licensed, etc.) were surveyed. The interviews and the survey will inform the Task Force's work starting Q1 2024.
<b>5. Set a path forward</b>	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>
<b>2023 annual report</b>				
<b>Achieved activities</b>	All major milestones were achieved, within budget. There is a risk that staff changes at Engineers Canada and Coeuraj might delay the delivery of the last deliverable, the final report from the Task Force and associated recommendations.			
<b>Annual budget vs actual spending</b>	2023 budget = \$1.03M 2023 spending = \$727K Actual spending was below budget due to lower travel costs (some meetings were moved to virtual) and lower than expected consultant spend. A decrease in the size of the consultant team resulted in reduced communications activities compared to what was originally planned. Risk associated with the decreased size of the consultant is being managed by onboarding other resources.			
<b>Progress towards success by 2024</b>	Currently on track to submit recommendations on the purpose of accreditation and the academic requirement for licensure, and a path forward report to the Engineers Canada Board by the end of 2024, but a foreseen risk it might be delayed due to staff turnover.			
<b>Summary of strategic priority</b>				
<b>What we will do</b>	We will conduct a fundamental review of the accreditation process, investigate the best practices in engineering education, and work with Regulators and stakeholders to understand if there is a desire to adopt a new, national academic requirement for licensure as well as an updated purpose of accreditation. If there is, we will reconsider the accreditation system.			
<b>What does success look like?</b>	<ul style="list-style-type: none"> <li>A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally</li> <li>B. All stakeholders have visibility of the current and future realities of engineering education</li> <li>C. Regulators have an academic requirement for licensure, applicable to all</li> <li>D. All stakeholders understand the purpose of accreditation</li> <li>E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure</li> </ul>			

SP1.2, Strengthen collaboration and harmonization												
Status: 												
Planned activities (as set in June 2021)	2022				2023				2024			
1. Collaborate with Regulator staff to identify barriers and opportunities												
2. Develop a national statement of collaboration with all jurisdictions												
3. Identify specific areas of harmonization for collaboration												

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. Collaborate with Regulator staff to identify barriers and opportunities	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>	<ul style="list-style-type: none"> <li>Completed in 2022</li> </ul>
2. Develop a national statement of collaboration with all jurisdictions	<ul style="list-style-type: none"> <li>All work is on track.</li> <li>Individual consultations will be completed by end of Q2.</li> </ul>	<ul style="list-style-type: none"> <li>Individual Regulators consultations were completed by the end of Q2.</li> <li>Planning has begun for national consultation with CEOs, Presidents and Directors in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>Work on track.</li> <li>Held national consultation and are working with consultants to develop report/summary of the session.</li> </ul>	<ul style="list-style-type: none"> <li>Finalized final consultation report.</li> <li>Developed draft of national statement of collaboration that was sent to the Regulator CEOs and presidents for their review.</li> </ul>
3. Identify specific areas of harmonization for collaboration	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>


2023 annual report	
<b>Achieved activities</b>	The draft Statement of Collaboration was shared with Regulators for consultation. On track to sign the statement at the May 2024 meeting as planned.
<b>Annual budget vs actual spending</b>	2023 budget = \$164K 2023 spending = \$143K Actual spending was lower than budgeted due to lower than expected travel costs, in particular for the national consultation workshop in October 2023, and lower consultant fees.
<b>Progress towards success by 2024</b>	On track to draft the statement of collaboration and harmonization (if this is the direction given by Regulators), to be signed by the Engineers Canada and the Regulators.
<b>Summary of strategic priority</b>	
<b>What we will do</b>	Fostering collaboration and consistency of requirements, practices, and processes across jurisdictions is at the heart of our mandate. We will work with Regulators to understand barriers and success factors leading to harmonization and facilitate the adoption of a national agreement that will establish the principles and areas where pan-Canadian harmonization will be sought.
<b>What does success look like?</b>	A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization B. Regulators benefit from collaboration and resource sharing, supporting improved practices

SP1.3, Support the regulation of emerging areas												
<b>Status: &gt;&gt;&gt;&gt;</b>												
Planned activities (as set in June 2021)	2022				2023				2024			
1. Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public												
2. Continue to work with the federal government to promote the role of engineers in emerging areas												

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public	<ul style="list-style-type: none"> <li>General Direction consultation complete.</li> <li>Draft paper has been submitted by consultant.</li> <li>Final Paper to be published June 30, 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Consultant has been delayed in delivering the final paper by a quarter.</li> <li>Final document will be distributed to Regulators in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>Final Paper distributed to regulators on August 04, 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Work is completed for 2023.</li> </ul>
2. Continue to work with the federal government to promote the role of engineers in emerging areas	<ul style="list-style-type: none"> <li>Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements.</li> </ul>	<ul style="list-style-type: none"> <li>Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements.</li> </ul>	<ul style="list-style-type: none"> <li>Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements.</li> </ul>	<ul style="list-style-type: none"> <li>Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements.</li> </ul>
<b>2023 annual report</b>				
<b>Achieved activities</b>	After experiencing delays due to a lack of resources, the New Regulatory research paper on energy engineering is following typical document development timelines.			
<b>Annual budget vs actual spending</b>	2023 budget = \$28.6K 2023 spending = \$12.5K 2023 actual spend is much higher than anticipated since all consultant fees were paid in 2023, whereas the original budget assumed some fees would be paid in 2022 and some in 2023. The total consulting fees were unchanged.			
<b>Progress towards success by 2024</b>	The new Regulatory research paper on energy engineering is expected to be completed in 2023. It is expected that a second Regulatory research paper will start to be developed in 2023. Regulators will also be consulted on the topic for this paper in 2023.			

<b>Summary of strategic priority</b>	
<b>What we will do</b>	Technological advances move much faster than legislative change and engineers who work in emerging areas of practice may not fully understand or consider the long-term professional and ethical impacts and obligations. We will provide information to Regulators on the long-term impacts of engineering practice in emerging areas and a framework for the evaluation of professional and ethical obligations. This will enable Regulators to educate license holders in these emerging areas of practice and to regulate more effectively.
<b>What does success look like?</b>	<ul style="list-style-type: none"> <li data-bbox="370 428 1555 491">A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice.</li> <li data-bbox="370 491 1555 554">B. The federal government is made aware of the importance of the work of engineers in emerging areas</li> </ul>



SP2.1, Accelerate 30 by 30												
Status: 												
Planned activities (as set in June 2021)	2022				2023				2024			
1. National research strategy												
2. Facilitate collaboration and information exchange for Regulators												
3. 30 by 30 annual national conference												
4. Reporting on national and regional metrics												
5. Engaging employers												
6. National resources												

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. National research strategy	<ul style="list-style-type: none"> <li>Secured project manager.</li> <li>Initiation phase of project extended into Q2.</li> </ul>	<ul style="list-style-type: none"> <li>Draft request for proposal (RFP) ready to be distributed.</li> <li>RFP will be posted in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>Project is on track.</li> </ul>	<ul style="list-style-type: none"> <li>Work is completed for 2023.</li> </ul>
2. Facilitate collaboration and information exchange for Regulators	<ul style="list-style-type: none"> <li>Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly newsletter was distributed.</li> <li>Quarterly meetings were held.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly newsletter was distributed.</li> <li>Quarterly meetings were held.</li> </ul>	<ul style="list-style-type: none"> <li>Work is completed for 2023.</li> </ul>
3. 30 by 30 annual national conference	<ul style="list-style-type: none"> <li>Changed date of conference to align with Annual Meeting of Members.</li> <li>Established partnership with Engineers Nova Scotia for 2023 conference.</li> <li>Consulted with 30 by 30 champions &amp; developed conference program.</li> <li>All event logistics were finalized.</li> </ul>	<ul style="list-style-type: none"> <li>Conference was held successfully.</li> </ul>	<ul style="list-style-type: none"> <li>Planning has started for 2024 conference.</li> </ul>	<ul style="list-style-type: none"> <li>Work is completed for 2023.</li> </ul>
4. Reporting on national and regional metrics	<ul style="list-style-type: none"> <li>Analysis of data will begin in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>National membership report data has been collected and analyzed.</li> <li>Draft report in progress.</li> </ul>	<ul style="list-style-type: none"> <li>National membership report data has been collected and analyzed.</li> <li>Draft report in progress.</li> </ul>	<ul style="list-style-type: none"> <li>Work is completed for 2023.</li> </ul>


<p><b>5. Engaging employers</b></p>	<ul style="list-style-type: none"> <li>• Worked with regulators to identify and start to secure representative from engineering employers to participate in our Champion Change In-person Employer Leadership Summit.</li> <li>• Met with internal staff from Regulatory Affairs Department to review Regulator Employer Strategy Recommendation.</li> </ul>	<ul style="list-style-type: none"> <li>• Identified potential employer champions through the Championing Change Summit.</li> <li>• Scheduled to present to Practice Officials in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish Employer Task Force to develop a champion program.</li> </ul>	<ul style="list-style-type: none"> <li>• Work is completed for 2023.</li> </ul>
<p><b>6. National resources</b></p>	<ul style="list-style-type: none"> <li>• Published an updated <a href="#">Managing Transitions</a> guide.</li> <li>• Discovery and gap analysis in resources resulted in creation of a supplement and training to support gaps in Canadian Engineering Qualifications Board (CEQB) Guideline on Gender Workplace Equity</li> <li>• Three of our 30 by 30 working groups met for knowledge sharing and to support virtual lead up session for the 30 by 30 conference.</li> </ul>	<ul style="list-style-type: none"> <li>• Successfully organized a virtual session on the <a href="#">Managing Transitions</a> guide supplement with over 80 participants.</li> </ul>	<ul style="list-style-type: none"> <li>• The guideline supplement has been reviewed and approved by the CEO. Working with Manager, Qualifications and CEQB to promote supplement.</li> </ul>	<ul style="list-style-type: none"> <li>• Work is completed for 2023.</li> </ul>
<p><b>2023 annual report</b></p>				
<p><b>Achieved activities</b></p>	<p>Data and information sharing is ongoing with various groups. The 2023 annual conference’s venue and date were secured (in tandem with the 2023 May Annual Meeting of Members). The Managing Transitions guideline was developed and disseminated. The CEQB also developed and released its New Public guideline for engineers and engineering firms to foster gender inclusive workplaces.</p>			
<p><b>Annual budget vs actual spending</b></p>	<p>2023 budget = \$ 328K                  2023 spending = \$233K                  Costs associated with the 2023 30 by 30 event were less than anticipated. Sponsorship dollars were not included in original budget, and hire of an EDI Analyst to support this work was removed from scope.</p>			
<p><b>Progress towards success by 2024</b></p>	<p>Annual conferences are expected to be delivered without major issues. Data and information analysis will continue to be gathered and shared with Regulators and stakeholders. With a new hire, the Research Strategy is expected to be started, as planned.</p>			

Summary of strategic priority	
<b>What we will do</b>	To support progress towards 30 by 30 and to develop Engineers Canada’s capacity to address the underlying issues holding back the progress of 30 by 30.
<b>What does success look like?</b>	<ul style="list-style-type: none"> <li>A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process</li> <li>B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers</li> <li>C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive</li> <li>D. Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons</li> </ul>

SP2.2, Reinforce trust and the value of licensure											
<b>Status: &gt;&gt;&gt;&gt;</b>											
Planned activities (as set in June 2021)	2022			2023			2024				
1. Marketing campaign											
2. Value of licensure messaging											
3. Engineering grad and EIT outreach programming											
4. Foundational research											

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. Marketing campaign	<ul style="list-style-type: none"> <li>Media buy was approved, production completed, and creative approved.</li> <li>By end of quarter the campaign was in final preparation stages and targeted to launch on April 10, 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Spring flight executed successfully, and key indicators achieved or benchmarks exceeded for the flight, or in some cases, the year.</li> <li>Full review to be delivered in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>Fall flight underway and planning underway for evaluation of 2023 campaign.</li> <li>Key indicators and benchmarks meeting or exceeding expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Work is completed for 2023.</li> </ul>
2. Value of licensure messaging	<ul style="list-style-type: none"> <li>Messaging framework content accepted by Regulator advisors and communications officials.</li> <li>Content moves to layout and design, to be formally delivered in Q2.</li> </ul>	<ul style="list-style-type: none"> <li>Messaging framework will be provided to regulators in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>Messaging framework provided to regulators and short checklist will be completed in October.</li> <li>Usage monitoring activities have been identified.</li> </ul>	<ul style="list-style-type: none"> <li>Work is completed for 2023.</li> </ul>
3. Engineering graduate and EIT outreach programming	<ul style="list-style-type: none"> <li>Outreach strategy and program development is underway, based on recommendations received in 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Outreach strategy and program development is underway, and the launch is planned for Q3.</li> </ul>	<ul style="list-style-type: none"> <li>Pathway to Engineering portal has been scoped and is in development with launch targeted in early November.</li> </ul>	<ul style="list-style-type: none"> <li>Work is completed for 2023.</li> </ul>
4. Foundational research	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>	<ul style="list-style-type: none"> <li>No work this quarter, as planned.</li> </ul>

<b>2023 annual report</b>	
<b>Achieved activities</b>	Foundational research and the launch of an advisory group has been completed. A marketing strategy and target audience has been identified. Draft messaging on the value of licensure has been developed. Recommendations for outreach programming for EITs and engineering graduates are also being developed.
<b>Annual budget vs actual spending</b>	2023 budget = \$2,848K 2023 spending = \$2,841K Budget was spent as planned.
<b>Progress towards success by 2024</b>	The national campaign will be launched in 2023, informed and delivered in partnership with Regulators.
<b>Summary of strategic priority</b>	
<b>What we will do</b>	We will bridge this gap by creating and promoting a consistent, national message that will showcase the diversity of the profession, the breadth of engineering in both traditional and new disciplines, and the value of engineering licensure to the public, engineering graduates, EITs, and employers.
<b>What does success look like?</b>	<ul style="list-style-type: none"> <li>A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession</li> <li>B. Engineering graduates and EITs recognize value in licensure</li> <li>C. Regulators have a valuable national messaging framework and marketing support tools</li> </ul>

SP3.1, Uphold our commitment to excellence												
Status: 												
Planned activities (as set in June 2021)	2022				2023				2024			
1. Sustain an excellence culture												
2. Identify and Implement continual improvements												
3. Confirm measurements and sustainability												
4. Achieve Platinum level certification from Excellence Canada												

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. Sustain an excellence culture	<ul style="list-style-type: none"> <li>Refreshed communication and engagement tactics have been developed in consultation with staff and senior leadership with plans for implementation in Q2.</li> </ul>	<ul style="list-style-type: none"> <li>Staff sessions on innovative and emerging practices (called FIKA) have been held successfully.</li> <li>Updated staff on the requirements for platinum level certification in 2024, and what to expect for certification.</li> </ul>	<ul style="list-style-type: none"> <li>Identification of Excellence groups to participate in Engineers Canada’s verification of our submission to obtain certification. has been initiated.</li> <li>Onboarding and orientation of these groups is planned for Q4.</li> </ul>	<ul style="list-style-type: none"> <li>There were minor delays in onboarding of these groups.</li> <li>Onboarding is planned for January 2024.</li> </ul>
2. Identify and Implement continual improvements	<ul style="list-style-type: none"> <li>Any work associated with closing previous gaps has been included in the current planning process and performance management cycle</li> <li>No new gaps have surfaced as a result of the self-</li> </ul>	<ul style="list-style-type: none"> <li>Additional improvements were implemented in the 2024 planning process.</li> <li>No new gaps have surfaced as a result of the employee engagement survey as well as the self-assessment performed by staff on the</li> </ul>	<ul style="list-style-type: none"> <li>Any work associated with closing gaps has been captured in Annual Operating Plan (AOP) content or part of performance management goals within ADP.</li> <li>No new gaps have surfaced as a result of the self</li> </ul>	<ul style="list-style-type: none"> <li>Any work associated with closing gaps will be captured in Annual Operating Plan (AOP) content or will be part of performance management goals within ADP.</li> </ul>

	assessment noted below	organization's overall benchmark against drivers of excellence.	assessment or the employee engagement survey.	
<p><b>3. Confirm measurements and sustainability</b></p>	<ul style="list-style-type: none"> <li>An operational self-assessment has been completed considering the results of the 2022 employee engagement survey results. The organization is being assessed against the Organizational Excellence Standard developed by <a href="#">Excellence Canada</a>.</li> </ul>	<ul style="list-style-type: none"> <li>A self assessment has been completed considering the results of the 2022 employee engagement survey results.</li> <li>Plans for an internal self assessment prior to submission in Q1 2024 have been made.</li> </ul>	<ul style="list-style-type: none"> <li>Any work associated with closing gaps has been captured in AOP content or part of performance management goals. No new gaps have surfaced as a result of the self assessment or the employee engagement survey.</li> </ul>	<ul style="list-style-type: none"> <li>A self assessment has been completed considering the results of the 2022 employee engagement survey results.</li> <li>Plans for an internal self assessment prior to submission in Q1 2024 have been made.</li> </ul>
<p><b>4. Achieve Platinum level certification from Excellence Canada</b></p>	<ul style="list-style-type: none"> <li>The submission is under development in consultation with senior leadership.</li> </ul>	<ul style="list-style-type: none"> <li>The submission is under development in consultation with senior leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Submission content developed with senior leadership is under refinement in readiness for onboarding Excellence groups to support verification of submitted content to obtain certification.</li> </ul>	<ul style="list-style-type: none"> <li>Submission content developed with senior leadership is under refinement in readiness for onboarding Excellence groups to support verification planned for January 2024.</li> </ul>

<b>2023 annual report</b>	
<b>Achieved activities</b>	Despite some delays in standing down working groups and assigning their work to staff, the organization is on track to submit and receive the Platinum excellence certification. Major and ongoing improvements are underway to make the organization higher performing.
<b>Annual budget vs actual spending</b>	2023 budget = \$2.8M 2023 spending = \$2.8M Budget was spent as planned.
<b>Progress towards success by 2024</b>	On track to receive Platinum excellence certification by 2024.
<b>Summary of strategic priority</b>	
<b>What we will do</b>	The demand for change continues and we are facing pressure to deliver on the diverse and changing needs of Regulators, HEIs, and the engineering community. To continually adapt, we need an effective and sustainable approach that ensures that we are a high performing organization. By 2024, we will achieve Platinum level certification from Excellence Canada by demonstrating measurable, sustained, and continually improved performance over at least a three-year period, as measured against the Excellence, Innovation, and Wellness Standard.
<b>What does success look like?</b>	<ul style="list-style-type: none"> <li>A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services</li> <li>B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health</li> <li>C. Engineers Canada benefits from sustainment of a high level of performance</li> </ul>



**Summary - How will we measure success in 2024?**

Strategic priority	What does success look like	How will we measure success in 2024?
<p><b>SP1.1, Investigate and validate the purpose and scope of accreditation</b></p>	<p>A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally</p>	<p>A1. Publication of the accreditation system benchmarking report</p>
	<p>B. All stakeholders have visibility of the current and future realities of engineering education</p>	<p>B1. Publication of the engineering education report</p>
	<p>C. Regulators have an academic requirement for licensure, applicable to all</p>	<p>C1. The Engineers Canada Board passes a motion affirming the academic requirement for licensure                      C2. Regulators receive the academic requirement for licensure and all CEOs commit to sharing and implementing it with all necessary groups                      C3. CEAB receives the academic requirement for licensure and commits to incorporating it in their documents                      C4. CEQB receives the academic requirement for licensure and commits to incorporating it in their documents                      C5. HEIs receive the academic requirement for licensure</p>
	<p>D. All stakeholders understand the purpose of accreditation</p>	<p>D1. The Engineers Canada Board passes a motion affirming the purpose of accreditation                      D2. Regulators receive the affirmed purpose of accreditation, and all CEOs commit to sharing it with all necessary groups                      D3. CEAB publishes the affirmed purpose of accreditation                      D4. CEQB members receive the affirmed purpose of accreditation                      D5. Higher Education Institutions (HEIs) receive the affirmed purpose of accreditation                      D6. Students, through the CFES, receive the affirmed purpose of accreditation</p>
	<p>E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure</p>	<p>E1. Path-forward report is published and distributed to Regulators, CEAB, CEQB, Engineers Canada CEO, EDC, and CFES</p>

Strategic priority	What does success look like	How will we measure success in 2024?
<b>SP1.2, Strengthen collaboration and harmonization</b>	A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization	A1. Consultation reports that document all Regulators' perspectives A2. Production of a national statement of collaboration signed by Regulators A3. The Regulator CEOs defining one or more areas for future harmonization
	B. Regulators benefit from collaboration and resource sharing, supporting improved practices	B1. The number of Regulators contributing to the development of programs, products, services, information, or processes B2. The number of Regulators using programs, products, services, information, or processes that are nationally promoted
<b>SP1.3, Support the regulation of emerging areas</b>	A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice	A1. Regulatory research papers on emerging areas of engineering practice are published and distributed to Regulators A2. Regulators report that they are reading the reports, considering them in their decision making, or that they helped them fulfill their mandate A3. Perceived value of research papers by the Regulators
	B. The federal government is made aware of the importance of the work of engineers in emerging areas	B1. One new National Position Statement relating to emerging disciplines is developed, as appropriate B2. Number of engagements (written consultations and in-person meetings) with parliamentarians or senior federal officials, on matters relating to emerging areas of engineering practice
<b>SP2.1, Accelerate 30 by 30</b>	A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process	A1. Completion and use of a national research strategy on diversity data demographics and qualitative research on equity, diversity, and inclusion A2. The number of Regulators contributing to the development and implementation of the strategy; Regulators involved in development only; Regulators not engaged A3. Publication of research reports on Engineers Canada website A4. Number of partners engaged in the development of the research report(s) (i.e., development and participation; participation only; not engaged) A5. Facilitation of collaboration and information exchange for Regulators (e.g., continued coordination of 30 by 30 working group, communications that address Regulator needs)

Strategic priority	What does success look like	How will we measure success in 2024?
		A6. We held 3 to 4 annual meeting with Regulators
	B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers	B1. Reporting on national and regional metrics: <ul style="list-style-type: none"> <li>• Provide tools for Regulator tracking and reporting on metrics related to 30 by 30</li> </ul> B2. Annual publication of National Membership Report B3. Annual collection of Regulator scorecard metrics B4. Annual scorecard summary presented to Board and CEO Group B5. 3-4 Regulators are involved in the development and use of target
	C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive	C1. Completing addressing of the recommendations in the GBA+ report* regarding engaging employers C2. Creating a national strategy to engage employers with buy-in from the Regulators and building on the existing 30 by 30 network of Champions C3. All Regulators contribute a national 30 by 30 employer strategy C4. Recognizing employer excellence in 30 by 30
	D. Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons	D1. Execution of annual 30 by 30 conference from 2022 to 2024 and inviting Regulators, HEIs and employers to contribute to a culture change in the engineering profession at a high profile, widely accessible national event, featuring best practices, key research, and actionable tools D2. The number of Regulators contributing and participating to the development of the conference D3. The number of employers: contributing and participating in the conference D4. Completion of national resources that respond to recommendations and best practices outlined in previous research. For example, a resource that can be used by Regulators to improve their licensure assistance and employer awareness programs based on the 2021 GBA+ report* on national Licensure Assistance Program and Employee Awareness Program D5. The number of Regulators participating and promoting the national resources

Strategic priority	What does success look like	How will we measure success in 2024?
		<p>*Definition: GBA+ is an analytical process created by Status of Women Canada; used across the country by the federal government and also well-known across most sectors; considers multiple and diverse intersecting identity factors that impact how different people understand and experience initiatives</p>
<p><b>SP2.2, Reinforce trust and the value of licensure</b></p>	<p>A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession</p>	<p>A1. Pre- and post-campaign audience perception research                      A2. Number of impressions and actions                      A3. Value of earned media*                      A4. Number and sentiment* of online interactions</p> <p>*Definitions:                      • Earned media – news coverage in media                      • Earned media value – the estimated value of news coverage                      • Sentiment analysis – an analysis of the tone of comments</p>
	<p>B. Engineering graduates and EITs recognize value in licensure</p>	<p>B1. Pre- and post-campaign perception research targeting engineering graduates and EITs                      B2. Number of impressions and actions                      B3. Number and sentiment of online interactions</p>
	<p>C. Regulators have a valuable national messaging framework and marketing support tools</p>	<p>C1. Number of Regulators engaged in the development of the framework and tools and the nature of their involvement                      C2. Identification by Regulators of where and how the messaging and support tools will be used and follow up to confirm use                      C3. Ongoing feedback received on the project</p>
<p><b>SP3.1, Uphold our commitment to excellence</b></p>	<p>A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services</p>	<p>A1. Achieve platinum certification as part of external benchmarking</p>
	<p>B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health</p>	<p>B1. Achieve platinum certification as part of external benchmarking</p>
	<p>C. Engineers Canada benefits from sustainment of a high level of performance</p>	<p>C1. Achieve platinum certification as part of external benchmarking</p>

## BRIEFING NOTE: For decision

<b>2025-2029 Strategic Plan</b>		<b>4.2</b>
Purpose:	To approve the 2025-2029 Strategic Plan	
Link to the 2019-2021 Strategic Plan:	Board responsibility: Provide ongoing and appropriate strategic direction	
Link to Corporate Risk Profile:	Decreased confidence in the governance functions	
Motion to consider:	<i>THAT the Board, on recommendation of the Strategic Plan Task Force, recommend to the Members approval of the 2025-2029 Strategic Plan.</i>	
Vote required to pass:	Two-thirds majority	
Transparency:	Open session	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Nancy Hill, Engineers Canada President, and Chair of the Strategic Plan Task Force	

### Problem/issue definition

- As per Board policy 1.4, *Strategic Plan*, the Board is responsible for developing a Strategic Plan. The purpose of strategic planning is to document the Board's direction and the outcomes that it wants the organization to achieve.
- The process for the development of the 2025-2029 Strategic Plan started in summer 2022. A draft environmental scan was sent for consultation with Regulators, Canadian Engineering Accreditation Board (CEAB), Canadian Engineering Qualifications Board (CEQB), and Engineering Deans Canada (EDC) in September 2022.
- In September 2022, the Board approved that the duration of the strategic plan be extended to five years.
- The environmental scan was approved by the Strategic Plan Task Force (SPTF) in December 2022 and a strengths, weaknesses, opportunities and threats (SWOT) and strategic risks analysis was approved by the Finance, Audit, and Risk Committee (FAR) in December 2022. The final environmental scan, SWOT and strategic risks analysis were shared with the Board, Regulator presidents and CEOs and a representative from the CEAB and from the CEQB in February 2023.
- To identify strategic areas of focus, a foresight workshop was held with Board directors, Regulator presidents and CEOs, and representatives from the CEAB and from the CEQB on February 22, 2023.
- The Board refined potential strategic directions at the June 2023 strategic planning workshop. The strategic directions were thereafter presented at an information session with the Board, CEOs and presidents on October 4, 2023. Using the same content as was presented in the information session, Engineers Canada staff held individual consultations sessions with all 12 regulators, the CEAB, the CEQB and EDC.

- Received feedback highlights that:
  - It is appropriate to carry some 2022-2024 strategic priorities into the 2025-2029 strategic plan;
  - The scope of work is within Engineers Canada's mandate; and,
  - The proposed strategic directions support Regulators' needs.

### **Proposed action/recommendation**

- That the Board approve the 2025-2029 draft Strategic Plan, by recommending it to the Members for their (final) approval at the Annual Meeting of Members in May 2024.

### **Other options considered**

- None as the Board must adopt a strategic plan under Board policy 1.4, *Strategic Plan*.

### **Risks**

- Not approving this Strategic Plan could result in:
  - Engineers Canada lacking strategic direction to execute its work once the 2022-2024 Strategic Plan ends;
  - Regulators' dissatisfaction, as they have invested time and resources to provide input in the development of the plan; and,
  - the Board not meeting its responsibilities under Board policy 1.4, *Strategic Plan*.

### **Financial Implications**

- The estimated costs of all activities over five years is \$5M (\$1M annually).
- Should Regulators wish to scale up the marketing strategy, a separate financial discussion will have to be negotiated.

### **Benefits**

- Engineers Canada has clear direction from the Board on its work in 2025-2029.
- Regulators are aware of and support Engineers Canada's work in 2025-2029.
- The Board meets its responsibilities under Board policy 1.4, *Strategic Plan*.

### **Consultation**

- All 12 regulators, the CEAB, the CEQB and EDC were consulted on the strategic priorities as proposed.

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

- If the Board passes the motion to recommend the draft 2025-2029 Strategic Plan to the Members, the plan will be circulated to the Members immediately following the Winter Board meeting.
- Members will be asked to share the draft Strategic Plan with their respective Councils so that the presidents may receive instructions and be prepared to cast a vote at the 2024 Annual Meeting of Members, when the Members will be asked to approve the final Strategic Plan.
- As per its terms of reference, the SPTF will be stood down after Members approve the Strategic Plan in May.

## Appendices

- **Appendix 1:** 2025-2029 draft Engineers Canada Strategic Plan



# Realizing tomorrows

Engineers Canada 2025-2029 strategic plan



engineerscanada  
ingénieurscanada



## Message on behalf of the Engineers Canada Board

It is with great enthusiasm that we introduce Engineers Canada's 2025-2029 strategic plan, "Realizing Tomorrows."

As we stand at the crossroads of technological advancement and societal progress, the role of engineers in shaping a sustainable and innovative future cannot be overstated. Realizing Tomorrows reflects our steadfast commitment to both adapting to the changing landscape and actively influencing it. This plan is the culmination of extensive collaboration, thoughtful deliberation, and a shared dedication to regulatory excellence.

Realizing Tomorrows underscores our focus on translating ambitious ideas into tangible outcomes that will benefit the engineering profession and the impact engineers make in the world at large. In an era of rapid transformations, Engineers Canada is poised to envision, design, and implement solutions that transcend the challenges of today and usher us into a brighter tomorrow.

Our future includes a renewed **accreditation system** that works collaboratively with regulators and engineering educators, and a pan-Canadian **academic assessment** process that is fair and inclusive for all applicants.

We envision a profession that reflects and serves the **diversity** of Canadian society. We remain committed to continuing to increase the percentage of newly licensed engineers who are women and are broadening our focus to foster **truth and reconciliation** with Indigenous peoples while working with regulators to improve **equity, inclusion, and accessibility** across the engineering profession.

We will continue to increase **awareness** of the contributions of engineers to society with the public and work with regulators to determine a long-term course of action to follow up on the Building Tomorrows national marketing campaign.

We will uphold our ethical obligations of promoting **environmental sustainability** by considering carbon neutrality, and an environmental, social, and governance policy to reflect our commitment. We will also determine how Engineers Canada, working with regulators, can best advance the United Nations Sustainable Development Goals within the engineering profession.

We will also ensure that our **governance system** is designed to enable efficient and trustworthy decision-making that meets the expectations of the regulators.

We will succeed through strong relationships, working closely with Canada's engineering regulators and other interest holders, and remaining committed to our vision of advancing engineering through national collaboration.

Over the next five years, Realizing Tomorrows will guide us as we strive to elevate the engineering profession, our members, and the impact of our collective efforts. Through these strategic initiatives we are laying the foundation for a future that is inclusive, sustainable, and prosperous.

We invite you to join us on this journey of growth, innovation, and transformation. Together, we will shape the course of engineering excellence for generations to come.



**Nancy Hill, B.A.Sc., LL.B., FCAE, FEC, P. Eng.**

President



**Michael Wrinch, PhD, FEC, P.Eng., ICD.D**

President-Elect



**Kathy Baig, MBA, FIC, ing., DHC**

Past President

# About Engineers Canada

## Engineers Canada's vision is to advance Canadian engineering through national collaboration.

On behalf of Canada's engineering regulators, we provide expertise, services, and tools to help shape the direction and growth of the engineering profession in Canada, to establish consistent high standards, and to inspire public confidence. To fulfill this responsibility Engineers Canada works in ten main areas:

**Accreditation:** We evaluate and accredit undergraduate engineering programs at higher education institutions in Canada to ensure that graduates are academically qualified to be licensed as engineers.

**Regulator collaboration:** We facilitate and foster working relationships between and among the 12 provincial and territorial regulators on shared issues.

**Support assessment, practice, and mobility in Canada:** We develop national guidelines, papers, and tools that support regulators in fulfilling their mandates and enabling excellence in engineering practice.

**National programs for engineers:** We work with leading companies to provide engineers with insurance plans, financial services, travel discounts, and more to support engineers at every stage of their career.

**Public affairs and government relations:** We initiate and maintain positive relations with federal government policy-makers and advocate for evidence-based, public-interest policy-making informed by the expertise of engineers.

**Regulatory research:** We monitor the regulatory and engineering landscape, sharing this strategic information with engineering regulators so that they can adapt to upcoming trends and mitigate risks.

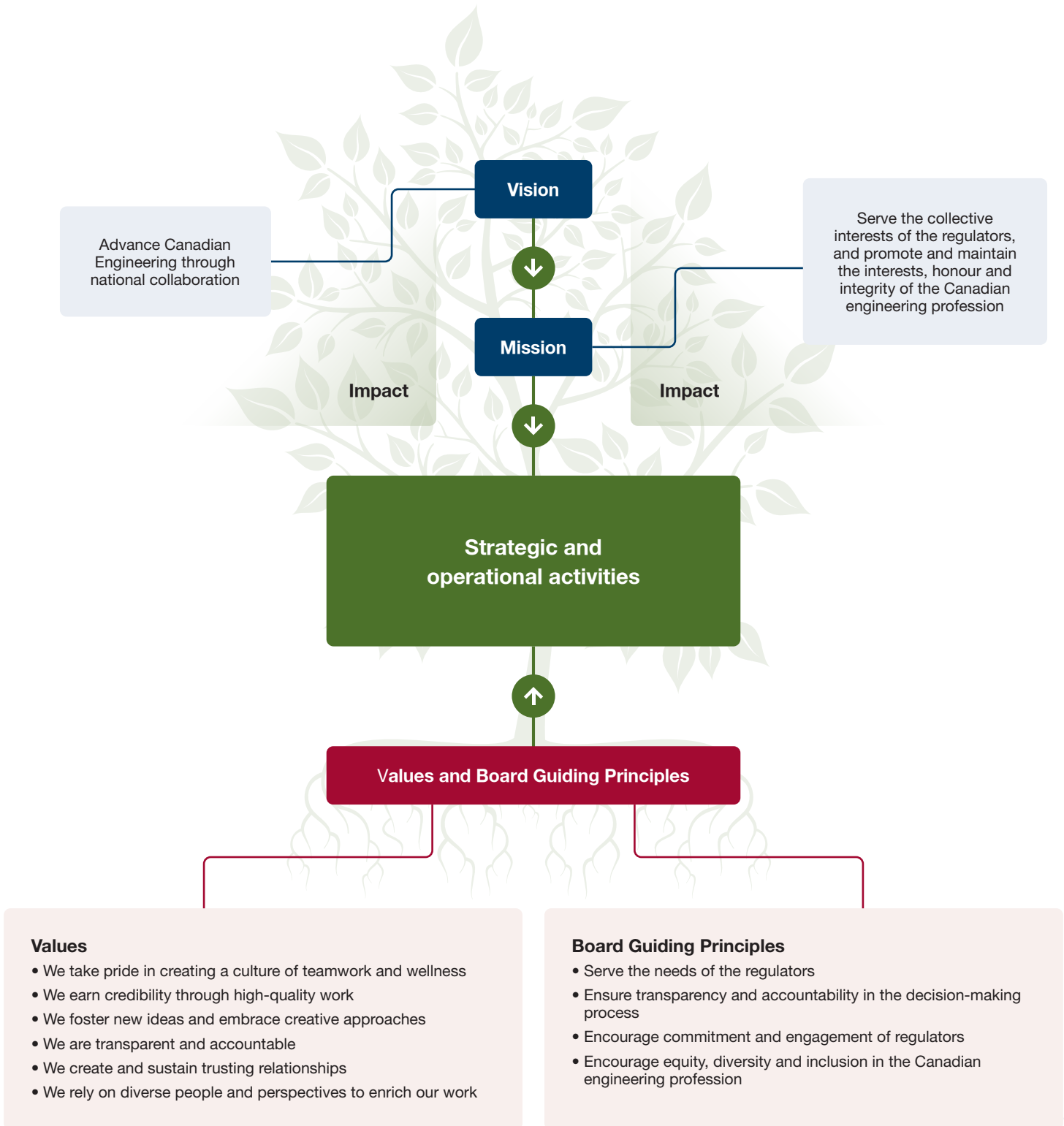
**International mobility:** We work with regulators and international partners to facilitate the mobility of Canadian engineers wishing to practise abroad and of internationally trained engineers wishing to practise in Canada.

**Outreach and public awareness:** We promote the value of the engineering profession by fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.

**Equity, diversity, and inclusion:** We champion the transformation of the profession to ensure it is welcoming of people from all backgrounds and reflects the demographics of Canadian society.

**Protection of engineering marks:** We protects 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.

We achieve this through the interplay of our Board Guiding Principles and organizational values. These weave through all aspects of our work and workplace culture, creating a trusting, open place where each person can contribute and thrive.



# Our strategic directions

Engineers build solutions to the world's most pressing challenges in pursuit of a safer, sustainable, and better future. Our strategic plan reflects how we will be contributing to realizing these tomorrows. Over the next five years, our strategic directions establish the key outcomes we wish to achieve with our partners and guide the course of Engineers Canada for the duration of this plan.

## Realizing a stronger federation

Our success lies in our ability to quickly convene regulators and speak with a unified voice to respond to national issues.

As part of the 2022-2024 strategic plan, we reached a national agreement with all regulators on the desire for increased collaboration and regulatory harmonization. We will develop a process to identify, select, and implement collaboration and harmonization initiatives so that this work becomes part of our ongoing work with regulators.

As part of Engineers Canada's ongoing commitment to good governance, it is timely to review our governance system, the current iteration of which was adopted in 2019. We will learn from leading governance practices and identify ways to enhance our governance framework and processes so that they are efficient and responsive to contemporary issues. We will examine how the Board's composition, competencies, and reporting structure may better support the organization and those it serves. We will also examine voting procedures at Board and members' meetings and consider our funding model as a contribution to a unified federation.



### Aspirational outcomes:

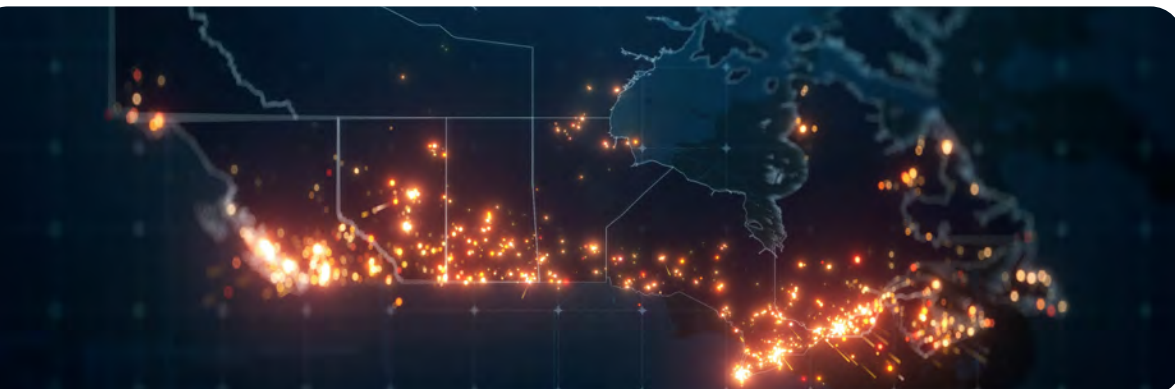
- Engineers Canada has efficient and trustworthy governance processes.
- Engineering regulators benefit from collaboration and harmonization.
- Engineering regulation is more consistent, efficient, and effective across Canada.



Engineers Canada was founded in 1936—known at the time as the Dominion Council of Professional Engineers.

The new organization was originally founded by Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia, Quebec, and Saskatchewan. The remaining regulators would join the organization in the subsequent years.

In 1959, the name was changed to the Canadian Council of Professional Engineers, and in 2007 became Engineers Canada.





# Our strategic directions

## Realizing accreditation and academic assessments

The Canadian Engineering Accreditation Board accredits Canadian engineering programs on behalf of regulators and at the request of higher education institutions (HEIs). Applicants who have a degree from an accredited engineering program meet the academic requirement for licensure for all Canadian engineering regulators. Graduates of other programs must demonstrate that their education meets the academic requirement to obtain their engineering licence in Canada. Engineers Canada offers assessment tools to regulators to assist them in assessing applicants without an accredited degree.

The Canadian accreditation system was created in 1965. Since then, the landscape has dramatically changed: increasing numbers of applicants are coming from abroad, the number of engineering disciplines has surged, and the practice of engineering has become increasingly complex. While some modifications have been made to the accreditation system and to licensure assessment processes, major changes are necessary to adapt to changing educational contexts, the needs of the engineering profession, and to align the assessment processes between applicants from CEAB-accredited programs and those of other backgrounds. This evolution is necessary for engineering regulators to continue to meet public, governments', and applicants' expectations for a transparent, fair, and efficient assessment process for all who wish to become licensed to practise engineering in Canada.

During the 2022-2024 strategic plan, we conducted a fundamental review of the accreditation process. Regulators and interest holders collaborated on the development of a new national academic requirement for licensure and on updating the purpose of accreditation. A path forward report provided recommendations to the Engineers Canada Board with direction for how those impacted could implement systems aligned with the new purpose of accreditation and corresponding national academic requirement for licensure.

As part of the 2025-2029 strategic plan, we will support regulators in implementing a new national academic requirement for licensure. We will also transition Engineers Canada's associated tools as required. We will work with key interest holders to build an improved accreditation system that is flexible, adaptable, and valued by regulators, educators, students, and accreditation volunteers. In collaboration with regulators, we will develop a business case for a national intake and academic assessment process for internationally educated applicants for licensure.



In 2020, over 18,000 students graduated from a CEAB-accredited engineering program. In 2022, Canadian regulators licensed 10,979 new engineers. Sixty-seven per cent held a degree from a CEAB-accredited program while 33 per cent were internationally educated.



### Aspirational outcomes:

Accreditation is valued by regulators, educators, students, and accreditation volunteers.

Regulators have trusted, efficient, inclusive, and proactive licensure systems that help them meet fairness requirements and maintain authority for licensure.

The academic assessment processes for CEAB graduates and non-CEAB applicants for licensure are more fairly aligned.

# Our strategic directions

## Realizing our role in sustainability

Engineers are responsible for holding paramount the safety, health, and welfare of the public and the protection of the environment. Not only do engineers play a key role in sustainable development, they also protect public interest. Engineering regulators establish the standards and requirements that govern engineers and engineering practice, including those related to sustainable development.

The [United Nations' 17 Sustainable Development Goals \(UNSDGs\)](#) have been referenced by, and integrated within, the International Engineering Alliance's Graduate Attributes and Professional Competencies Framework. They also serve as a basis for the six Canadian Engineering Grand Challenges (CEGCs) 2020-2030 that were identified by Engineering Deans Canada.

Under the 2025-2029 strategic plan, we will work with regulators to define how we can best support them in environmental stewardship. We will investigate if we want to become carbon neutral and adopt an environmental, social, and governance (ESG) policy to guide our decision-making processes. We will also work with regulators to determine how Engineers Canada can support regulators in helping the profession to achieve the UNSDGs.



According to KPMG's 2022 Survey of Sustainability Reporting, 94 per cent of Canadian companies report on their sustainability efforts with leading sectors being financial services, industrial, manufacturing and metals, and utilities. Of those who report, 45 per cent seek third-party assurance.



### Aspirational outcome:

Engineers Canada has a defined role in environmental stewardship that complements regulators' efforts.



# Our strategic directions

## Realizing an inclusive profession

To remain dynamic and growing, the profession must ensure that engineering solutions serve an increasingly diverse client base. Engineers must also understand the impact of their practice on the various communities they served.

Engineers Canada has worked to advance women in the profession for over three decades. Since 2014, the 30 by 30 initiative has brought together voices from across the engineering community who are united in increasing the percentage of newly licensed engineers who are women to 30 per cent by 2030.

During the 2022-2024 strategic plan, we provided information to support regulators and our 30 by 30 network with the number of engineering graduates who proceed through the licensure process. We also shared information and facilitated information exchange for regulators, higher education institutions, and engineering employers. We hosted the annual 30 by 30 Conference, expanded our partnership with student federations and national associations in support of 30 by 30, and participated in several conferences and projects in support of the strategic priority, resulting in new tools and resources. We also completed an environmental scan, an evaluation of the first decade of 30 by 30 and began implementing recommendations of the report.

As part of the 2025-2029 strategic plan, we remain focused on changing the culture of engineering to make it more inclusive and increasing the representation of women in the profession. As we approach 2030, our continued collaborative approach will allow us to focus on the recruitment and retention of women and sustain momentum beyond 2030. To realize a truly inclusive engineering profession, we will embrace inclusion, diversity, equity, and accessibility (IDEA), recognizing the intersectionality of these identities. We will partner with organizations and regulators to establish our role in moving IDEA forward in engineering. And we will ourselves endeavour to become an IDEA employer of excellence.

We will provide national support and leadership to advance truth and reconciliation in the engineering profession. Under the guidance of our Indigenous Advisory Committee, we will take a culturally sensitive approach that sets a foundation for truth before reconciliation, further develop our partnerships, and provide training and resources to our staff and volunteers.



“Like any cultural transformation, there’s not a one-and-done formula. There are many levers that need to be pulled.”

-Mia Mends, Global Chief Diversity, Equity, and Inclusion Officer and CEO of Impact Ventures at Sodexo North America



### Aspirational outcome:

Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced truth and reconciliation.

# Our strategic directions

## Realizing a fuller awareness of engineers

Engineers adhere to the highest technical, professional, and ethical standards. They protect public interest by designing life-saving medical treatments, harnessing reliable energy sources, creating safe and sustainable infrastructure, strengthening cybersecurity, advancing space exploration, and more. The more the public learns about the work of engineers, the more trust they have in the engineering profession.

During the 2022-2024 strategic plan, we delivered a multi-million-dollar national awareness campaign to get opinion leaders in Canada to think differently about engineers and their impact on Canadians by shining a light on how engineers are making a difference in their world. This campaign was supported by the development of a set of consistent, national messages to communicate the value of engineering licensure to the public, engineering graduates, engineers-in-training (EITs), employers, and more. We also launched the Pathway to Engineering program to assist engineering graduates in pursuing licensure by equipping them with the knowledge and resources to succeed.

As part of the 2025-2029 strategic plan, we will convene regulators to review the impact of our national marketing campaign and determine what Engineers Canada's approach shall be with regard to strengthening awareness and trust of the profession, and the associated financial investment necessary to achieve success. A decision on scope and objectives will guide the implementation of an action plan. We will also continue to implement both the Pathway to Engineering program and the value of licensure messaging tools.



### Aspirational outcome:

The public has an increased awareness of engineers' contribution to society.



Public opinion research conducted by Engineers Canada showed that engineers are well known, but not known well.

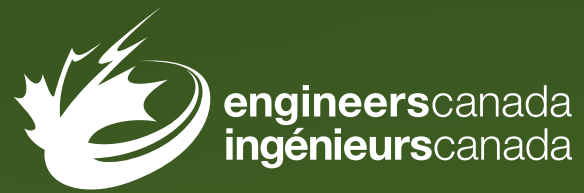
More than four in five respondents trust in engineers and agreed that engineers command respect and trust.

But when asked further, there was a considerable knowledge gap regarding the breadth of expertise and impact of professional engineers on the world.

The Building Tomorrows campaign challenged Canadians to expand their perceptions of engineers—not just as builders of bridges and buildings—but as builders of solutions that make our world a better place.







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## BRIEFING NOTE: For decision

<b>Board policy updates</b>	4.5
Purpose:	To approve revisions to existing Board policies
Link to the Strategic Plan/ Purposes:	Board responsibility: Ensure the development and periodic review of Board policies
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)
Motion(s) to consider:	<p><i>THAT the Board, on recommendation of the Governance Committee:</i></p> <p><i>a) approve the following revised Board policies:</i></p> <ul style="list-style-type: none"> <li><i>i. 4.1, Board responsibilities</i></li> <li><i>ii. 4.8, Board competency profile</i></li> <li><i>iii. 4.9, Role of the Presidents (President-Elect, President, and Past President)</i></li> <li><i>iv. 5.3, Financial condition</i></li> <li><i>v. 5.7, Compensation and benefits</i></li> <li><i>vi. 6.1, Board committees and task forces</i></li> <li><i>vii. 7.12, Net assets</i></li> </ul> <p><i>b) rescind Board policy 7.4, Board relationship with other organizations</i></p>
Vote required to pass:	Two-thirds majority
Transparency:	Open session
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services
Presented by:	Alison Anderson, Chair of the Governance Committee

### Problem/issue definition

- The Governance Committee (GC) has identified revisions to seven (7) Board policies for Board approval and recommended that the Board rescind Board policy 7.4, *Board relationship with other organizations*.

### Proposed action/recommendation

- That the Board review and approve the proposed revisions to the existing policies presented in Appendix 1.
  - **4.1, Board responsibilities:** Several revisions have been proposed to remove operational details and better reflect the Board’s governing duties. A clean copy has also been attached given the extent of the proposed revisions.
  - **4.8, Board competency profile:** It has been proposed that the policy:

- be renamed “Board composition profile” to help differentiate competencies and representation within the policy itself;
  - allows for the HR Committee to add an additional competency to the matrix on an ad hoc basis to inform Board recruitment and/or development so that the Board may be positioned to respond to emergent issues;
  - be revised to encourage Regulators to follow the latest bias-free recruitment techniques and actively recruit from equity-seeking groups;
  - encourages inclusion of at least one Director under the age of 35 on the Board;
  - be updated to enhance the language regarding representation;
  - include modest revisions to the sought-after behavioural skills of Directors; and
  - reflect recent revisions to other related policies.
- **4.9, Role of the Presidents (President-Elect, President, and Past President):** It is suggested that the three presidents (the “Board officers”) manage ad hoc additions to Board committee workplan(s), in consultation with the affected committee chair(s). Unplanned additions to a committee’s work plan have the potential to overextend the committee and staff. This simple process to consider how issues raised by the Board throughout the year are added to committee work plans would thus help manage unplanned committee work.

It is also recommended that the responsibility to attend the International Engineering Alliance meetings be removed given the operational nature of the meetings; and that there be flexibility for the Past President’s inclusion on the Governance Committee.

Further revisions are proposed to reflect recent revisions to other related policies.

- **5.3, Financial condition; 5.7, Compensation and benefits:** It is proposed that the review period for these two policies be changed from biennial to triennial, as was approved by the Board for several Board policies in December 2023.
- **6.1, Board committees and task forces:** Revisions have been proposed throughout the policy to improve readability and clarity of meaning, and to reflect recent revisions to other related policies. Enhancements also made to the lists of the chairs’ roles and competencies.
- **7.12, Net assets:** In addition to the extension of the review period, revisions have been proposed throughout the policy to improve readability and clarify meaning.

Appendix A of the policy will be updated by the auditor after the new strategic plan is approved. This update will be recommended for inclusion in the FAR Committee’s 2024-2025 committee work plan.

- That the Board rescind Board policy 7.4, *Board relationship with other organizations*:
  - It is suggested that this policy be rescinded given its operational nature.

## Other options considered

- Each member of the GC was assigned two to three policies to review in detail, with proposed revisions by staff, in advance of its November 15, 2023, meeting. GC members then presented further potential changes to the policies to the committee.

## Risks

- Operating without clear and up-to-date policies puts Directors and the organization at risk in terms of compliance and the transfer of corporate knowledge. This risk is mitigated, in part, through regular and ongoing policy reviews.

## Financial implications

- None of the proposed policy revisions have budgetary implications.

## Benefits

- The proposed revisions aim to enhance the existing policies so that the Board and its key stakeholders have access to clear policies that govern Engineers Canada.

## Consultation

- In addition to a preliminary review conducted by Engineers Canada's governance staff, the policies were reviewed by others as follows:
  - The President, President-Elect, and the Past-President (the "Board officers") reviewed proposed revisions to policy 4.9, *Role of the Presidents (President-Elect, President, and Past President)*.
  - Engineers Canada's Human Resources (HR) Committee was consulted at its meeting on September 7, 2023, on policies 4.8, *Board competency profile*, 5.7, *Compensation and benefits*, and 6.1, *Board committees and task forces*.
  - Engineers Canada's FAR Committee was consulted at its meeting on October 17, 2023, on policies 5.7, *Financial condition*, and 7.12, *Net assets*.

## Next steps

- Pending Board approval, the policy manual will be updated to include the revised policies and to remove policy 7.4.

## Appendix

- **Appendix 1:** Marked-up (track change) versions of the policies and a clean version of policy 4.1.



## 4 Role of the Board

### 4.1 Board responsibilities

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

Review period: *Biennial/Triennial*

Date of latest amendment: December 13, 2021 (Motion 2021-12-5D) Date last reviewed: December 13, 2021

~~The Board shall ensure that Engineers Canada achieves its purposes and vision in a manner that meets the expectations of the Regulators. The Board~~ Engineers Canada's Board is accountable for the organization and acts on behalf of the Regulators as a whole. ~~The Board is responsible for the overall governance of the organization.~~

~~To achieve this goal, the~~ The Board shall:

~~a) Hold itself~~ Establishes the vision and its Direct Reports accountable by:

~~i. Establishing purposes of Engineers Canada and using competency profiles for Directors and all committee chairs, as well as for~~ upholds their implementation in a manner that meets the Board as a whole.

~~ii. Managing the CEO and committee chairs through the use of competency profiles and performance measurement against the achievement~~ expectations of the operational and strategic plans.

~~(1) Sustain a process to engage with Regulators through regular communication that facilitates input, evaluation, and feedback.~~

~~(2) Provide~~ Provides ongoing, appropriate strategic direction for Engineers Canada by:

~~a. Develop an annually updated~~ Working with staff to develop a Strategic Plan that considers emerging trends and ~~challenges.~~ Board risks.

~~iii. Ensure that annual operational plans and budgets are developed that specify the actions and resources necessary to achieve the Strategic Plan.~~

~~iv. Ensure the use and continuous improvement of a process to track, report, and, when necessary, correct, performance against set objectives of:~~

~~A. The Strategic Plan, and~~

~~B. Operational plans~~

~~b) Ensure the development and periodic review of Board policies.~~

~~b. Ensure the CEO maintains and acts on a robust, effective risk management system which reflects~~ Monitoring implementation of the Strategic Plan, and

~~c. Tracking results from the plan and readjusting where appropriate.~~

**Commented [JB1]:** The Governance Committee recommended several revisions to ensure that the policy better reflects the Board's governing duties. As previously written, the policy was operational in nature. It was born from the 2019-2021 Strategic Plan, which was "structured to provide regulators with a 100 per cent view of all activities undertaken by Engineers Canada." It covered strategic priorities, operational imperatives, internal enablers and Board responsibilities.



- (3) Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.
- (4) Hires, supports, and evaluates the Chief Executive Officer (CEO) so that they are better able to further Engineers Canada's purposes and achieve its vision. If necessary, the Board has the authority to dismiss the CEO.
- (5) Provides financial oversight by:
- a. Ensuring that the annual budget is developed to align with the priorities established by the Board.
  - b. Monitoring financial performance.
  - c. Approving the annual budget and audited financial statements, and
  - d. Approving policies to ensure that proper financial controls are in place.
- (6) Provides risk identification and oversight by:
- ~~b.a. Ensuring risk management systems are in place that reflect the Board's risk tolerance level and directs direct Board-approved mitigation strategies, and~~
  - ~~e) Provide orientation of new members and continuing Board development to directors and others who work closely with the Board.~~
  - ~~b. 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 Engineering Deans Canada (EDC), and 7.4 Board Relationship with Other Organizations. Monitoring known risks and identifying potential risks to the organization.~~
- (7) Ensures that the appropriate processes are in place to ensure compliance with legal requirements.
- (8) Engages with the Regulators and the broader engineering community to inform strategy, guide decision making and monitor outcomes.
- (9) Ensures that policies and processes are established to monitor and enhance Board effectiveness.
- (10) Ensures that the principles of equity, diversity, inclusion, and accessibility are reflected and practiced throughout Engineers Canada's governance and operations.

The Board may seek support from committees and task forces to deliver these responsibilities.

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## 4 Role of the Board

### 4.1 Board responsibilities

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

*Review period: Triennial*

*Date of latest amendment: December 13, 2021 (Motion 2021-12-5D) Date last reviewed: December 13, 2021*

Engineers Canada's Board is accountable for the organization and acts on behalf of the Regulators as a whole. The Board is responsible for the overall governance of the organization.

The Board:

- (1) Establishes the vision and purposes of Engineers Canada and upholds their implementation in a manner that meets the expectations of the Regulators.
- (2) Provides ongoing strategic direction for Engineers Canada by:
  - a. Working with staff to develop a Strategic Plan that considers emerging trends and Board risks,
  - b. Monitoring implementation of the Strategic Plan, and
  - c. Tracking results from the plan and readjusting where appropriate.
- (3) Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.
- (4) Hires, supports, and evaluates the Chief Executive Officer (CEO) so that they are better able to further Engineers Canada's purposes and achieve its vision. If necessary, the Board has the authority to dismiss the CEO.
- (5) Provides financial oversight by:
  - a. Ensuring that the annual budget is developed to align with the priorities established by the Board,
  - b. Monitoring financial performance,
  - c. Approving the annual budget and audited financial statements, and
  - d. Approving policies to ensure that proper financial controls are in place.
- (6) Provides risk identification and oversight by:
  - a. Ensuring risk management systems are in place that reflect the Board's risk tolerance level and direct Board-approved mitigation strategies, and
  - b. Monitoring known risks and identifying potential risks to the organization.
- (7) Ensures that the appropriate processes are in place to ensure compliance with legal requirements.



- (8) Engages with the Regulators and the broader engineering community to inform strategy, guide decision making and monitor outcomes.
- (9) Ensures that policies and processes are established to monitor and enhance Board effectiveness.
- (10) Ensures that the principles of equity, diversity, inclusion, and accessibility are reflected and practiced throughout Engineers Canada's governance and operations.

The Board may seek support from committees and task forces to deliver these responsibilities.





## 4 Role of the Board

### 4.8 Board ~~competency composition~~ profile

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

Review period: Biennial

Date of latest amendment: February 25, 2022 (Motion 2022-02-4D)

Date last reviewed: February 25, 2022

~~Board policy 4.1, Board Responsibilities states that the Board shall hold itself and its Direct Reports accountable by establishing and using competency profiles for Directors and all committee chairs, as well as for the Board as a whole.~~

**Commented [JB1]:** Proposed change to the title to differentiate between competency and representation. Competency is then distinguished as one of three elements of this policy.

- (1) Engineers Canada strives for a Board comprised of talented and dedicated Directors with diverse lived experiences, from a broad range of demographics from across the country, including gender, sexual orientation, Indigenous identity, Black, People of Colour, neurodivergent, and persons with disabilities.
- (2) To that end, this ~~competency composition~~ profile describes the Director skills, attitude, ~~demographics~~, and knowledge areas that are desired to serve the interests of Engineers Canada and the Regulators they serve. The profile also contains information on the preferred experience and other requirements of an effective Board member. The profile serves as a foundation for exceptional and effective governance and helps ensure that the Board composition, on the whole, has the necessary competency and capacity to effectively fulfil its responsibilities.

**Commented [JB2]:** This section has been deleted to reflect proposed revisions to Board policy 4.1.

#### 4.8.1 Understanding the profile

The profile contains three areas associated with the overall ~~competency composition~~ of the Board:

##### A. Competencies

Competencies are the collective skills and experience that are deemed necessary to effectively govern. No single Board member is expected to have all competencies contained in this profile. Collectively, the Board of Directors should have sufficient experience to reflect all competencies. From time to time, the Board may determine the prioritization of the competencies to reflect emergent needs.

##### B. Demographics

Board demographics aim to reflect the representation of the Canadian population. Recruits from Regulators will not be sought solely on the basis of a certain demographic, rather their demographic combined with their talents and abilities. ~~Regulators are encouraged to follow the latest bias-free recruitment techniques and actively recruit equity-deserving groups.~~

**Commented [JB3]:** Addition recommended to highlight the importance of recruiting talented and qualified people from equity-deserving groups.



### C. Behavioural skills

Behavioural skills are the desired behavioural skills to help the Board work effectively together. The asset qualifications are not to be included in the competency matrix referenced below, but Regulators should consider these preferred traits when nominating potential candidates to the Board.

## 4.8.2 How the profile should be applied

The Human Resources (HR) Committee is responsible for maintaining an up-to-date Director competency matrix which will identify any skills or demographic deficits which may be addressed through Board recruitment and education. As new members come on to the Board, they will be asked to assess their experience and knowledge against the desired competencies. Directors' competency data will be updated annually through the application of Board policy 4.13, Individual Director assessment. When new Board nominees are requested from the Regulators, they will be advised of **preferred** competencies, ~~or~~ demographics and behaviours the Board is seeking. Notwithstanding the preferences expressed, Regulators are free to nominate whomever they feel is most appropriate for the position.

## 4.8.3 Board competency ~~profile~~ definitions

### A. Desired competencies

#### a) Board governance experience ~~and leadership~~

Experience with Board governance, preferably on a Regulator Council or other governing body. Possesses a clear understanding of the distinction between the role of the Board versus the role of management.

#### b) Business/management experience

Experience with sound management and operational business processes and practices. Includes an understanding of topics such as managing complex projects, leveraging information technology, planning and measuring performance, and allocating resources to achieve outcomes.

#### c) Regulator experience

Practical knowledge of the working of provincial/territorial Engineering Regulators, including such matters such as accreditation, licensure, practice issues, and discipline and enforcement.

#### d) Accounting/financial experience

Understanding of accounting or financial management. Includes analyzing and interpreting financial statements, evaluating organizational budgets, and understanding financial reporting and knowledge of auditing practices.

#### e) Strategic planning experience

Experience in developing strategic direction for an organization while considering broad and long-term factors. Understands how an organization must evolve in light of internal and external trends

**Commented [JBM4]:** Leadership has been removed so that this competency may be focused on governance skills. Having a double-barreled competency makes it unclear as to whether the Directors has rated themselves against governance or leadership or both. The Governance Committee recognized that "leadership" is otherwise captured under the behavioural skills.



and influences. Able to identify patterns, connections, or barriers to addressing key underlying issues.

**f) Risk management experience**

Experience with enterprise risk management. Includes identifying potential risks and recommending and implementing preventive measures, organizational controls, and compliance measures.

On occasion, the Human Resources Committee may add a competency to this list to inform Board recruitment and/or development so that the Board may be positioned to respond to an emergent issue.

**B. Demographic preferences**

The Board recognizes the strategic and critical importance of equity, diversity, and inclusion. This includes supporting an inclusive culture that solicits a diversity of perspectives and experiences, actively addresses discrimination, harassment, and unconscious bias, and supports the advancement of underrepresented groups.

The Board understands the difference between meaningful and respectful representation, and tokenization of underrepresented groups. The aim is to respect and incorporate different perspectives from within engineering to better guide the organization on the complexity of the profession and facilitate policies and practices that are inclusive of underrepresented groups.

The Board strives to include the following representation, based on the Canadian population, and in alignment with the organization’s commitment to the federal government’s 50-30 Challenge. Given the interconnected nature of identity, categories such as gender, race, and ability, it is understood that these categories may be overlapping.

- 50 per cent female-identifying. Gender representation 50 per cent women and/or non-binary people
- 30 per cent underrepresented: Indigenous, Black, and People of Colour, LGBTQ2S+ persons, and persons with disabilities 30 per cent representation of other equity-deserving groups, including those who identify as Racialized, Black, and/or People of colour, People with disabilities (including invisible and episodic disabilities), 2SLGBTQ+ , and Indigenous Peoples (First Nations, Métis and Inuit).

The Board should also attempt to ensure that at least 30 per cent of its composition includes active engineering practitioners and at least one Director is under the age of 35 years.

**C. Behavioural skills**

Directors should possess behavioural skills conducive to working together effectively. These skills include the following:

**a) Ability to present opinions**

They are able to present views clearly, frankly, constructively, and persuasively.

**Commented [JB5]:** The Governance Committee recommended that language be included here to allow for the HR Committee to add a specialized skill to the matrix should an issue impacting the organization require a previously unidentified skillset on the Board.

**Commented [JB6]:** The proposed language reflects the language used by the government in the 50-30 Challenge, with minor modifications recommended by the Governance Committee and Engineers Canada’s Belonging and Engagement team.



**b) Willingness and ability to ~~listen~~ be open-minded**

They ~~listen attentively and respectfully and make sure they understand what they have heard~~ pay attention to and respectfully consider the Board's deliberations and ask for clarification if needed.

**Commented [JBM7]:** It is recommended that this colloquialism, which could be taken to say that the hearing impaired are not welcome on the Board, be removed.

**c) Ability to ask questions**

They know how to ask questions and raise concerns in a way that contributes positively to debate.

**d) Flexibility**

They are open to new ideas, are strategically agile, and are responsive to change.

**e) Ability to make informed decisions**

They are able to consider the information and opinions shared objectively and independently minded.

**Commented [JBM8]:** Addition to address an apparent gap.

**e)f) Conflict resolution Collaborative**

They treat others equitably and are oriented to resolve conflict, are resilient after it occurs, and support Board decisions once made.

**Commented [JBM9]:** This competency has been tweaked to focus on the positive attributes that will help limit conflict.

**f)g) Dependability**

They do their homework and attend and participate in meetings.

**g)h) Balance**

In light of the federated model of Engineers Canada, an ability they are able to balance local interests with the national interest.



## 4 Role of the Board

### 4.9 Role of the Presidents (President-Elect, President, and Past President)

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

Review period: Triennial

Date of latest amendment: December 7, 2020 (Motion 2020-12-10D)

Date last reviewed: May 26, 2023

- (1) The Board comprises three officers; the President, the President-Elect, and the Past President (collectively, the “Board officers”). —Individuals elected into the President-Elect role automatically succeed into the role of President when the President’s term concludes. The President thereafter occupies the position of Past President. Together, the Board officers form a strong team for advancing the governance of the organization. They are responsible for approving the agenda for all Board meetings, including the summer Board workshop; considering ad hoc additions to Board-approved committee workplans, in consultation with the affected committee chair; and they constituting the de facto panel when complaints are made in respect of Board or committee member non-compliance with Board policies 4.3, Code of conduct, 4.4, Confidentiality, or the oath of office (contained within the latter policy).
- (2) The Board officers may delegate any of the individual authorities and responsibilities set out below, when necessary and as appropriate, in consultation with the other Board Officers and the CEO. Each Board officer remains responsible for the discharge of their responsibilities, notwithstanding any delegation.

**Commented [JBM1]:** Revisions have been proposed to this policy outside its review cycle to address the Governance Committee’s recommendations related to managing committee work plan additions.

**Commented [JB2]:** This simple process to consider how issues raised by the Board throughout the year are added to committee work plans is intended to help manage unplanned committee work that has the potential to overextend the committee and staff.

**Commented [JB3]:** Updated to match the language used in the “Complaints process” section (4.3.4) of the Code of Conduct.

#### 4.9.1 The President role

- (1) The President is accountable to the Board.
- (2) The President provides the link between the Board and the CEO. The President is the only person authorized to speak for the Board.
- (3) The President chairs Board meetings and meetings of the three Board officers.
- (4) The President ensures the integrity of the Board’s processes and represents the Board to outside parties.
- (5) The President must ensure that the Board behaves consistently within its own policies and procedural rules and those legitimately imposed upon it from outside the organization including:



- a) Directing the Board deliberations so they are timely, fair, orderly, thorough and efficient; and,
- b) Endeavoring to establish Board consensus on issues and objectives.

~~The President is the delegate of the Board and votes on behalf of Engineers Canada at meetings of the International Engineering Alliance. The President may delegate these authorities, but remains accountable for their use.~~

**Commented [JBM4]:** Given the operational nature of these meetings, it is proposed that this duty be handled by staff.

- (6) The President conducts ~~the Board~~ orientation sessions for ~~incoming and~~ new Board members.
- (7) The President can attend meetings of all Board committees as a non-voting ex-officio member. They are a required member of the HR Committee.
- (8) The President has approval responsibilities in accordance with Policy 7.1, *Board, Committee, and Other Volunteer Expenses*.

#### 4.9.2 The President-Elect role

- (1) The President-Elect collaborates with the President and the Past President to learn the role of the President, ~~to~~ become familiar with the governance of Engineers Canada and its meeting rules and procedures, and ~~to~~ facilitate Officer transition.
- (2) The President-Elect assists and supports the President as needed and plans for the upcoming presidential year.
- (3) The President-Elect is responsible for:
  - a) reviewing and overseeing the results of the annual Director self- and peer-assessment processes (as set out in Policy 4.13, *Individual Director Assessment*);
  - b) reviewing and overseeing the results of the annual Board, committee, and task force chair assessment process (as set out in Policy 6.2, *Board, Committee, and Task Force Chair Assessment*);
  - c) the development of the summer Board workshop agenda; and,
  - d) oversight and guidance to the Engineers Canada consultation process (as set out in Policy 7.11, *Consultation*).
- (4) The President-Elect is a required member of the HR Committee.
- (5) The President-Elect has approval responsibilities in accordance with Policy 7.1, *Board, Committee, and Other Volunteer Expenses*.

#### 4.9.3 The Past President role

- (1) The Past President provides advice and leadership to the President and the Board regarding past practices and other matters to assist in governing.



- (2) The Past President supports the President and the President-Elect on an as-needed basis.
- (3) The Past President is responsible for:
  - a) overseeing the implementation of any agreed-upon improvements resulting from the annual survey of the Board's effectiveness (as set out in Policy 4.12, ~~Board Self-assessment~~); and,
  - b) acting as the Nominating Committee and overseeing the nomination and election process for President-Elect (as set out in Policy 6.13, *President-Elect Nomination and Election Process*).
- (4) The Past President is ~~usually a required~~ member of both the HR Committee and the Governance Committee, and normally serves as chair of the HR Committee.

**Commented [JBM5]:** Revised to allow flexibility in committee appointments.



## 5 Executive duties and limitations

### 5.3 Financial condition

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

*Review period: ~~Biennial/Triennial~~*

*Date of latest amendment: February 25, 2022 (Motion 2022-02-4D) Date last reviewed: February 25, 2022*

**Commented [JB1]:** Given the static nature of this policy, it is suggested that the review period be extended from two to three years.

- (1) With respect to ongoing financial conditions and activities, the CEO shall ensure fiscal security and adherence to the priorities established in the Strategic Plan.
- (2) Further, without limiting the scope of the above statement, the CEO shall ensure that:
  - a) Funds are only borrowed to provide credit facilities for overdraft protection and corporate credit cards.
  - b) Payroll is processed on normal timelines and debts are paid in a timely fashion.
  - c) Receivables are not written off without having pursued payment after a reasonable grace period.
  - d) Tax payments and other government ordered payments and reports are filed before the payee's deadline.
  - e) Land or buildings are not acquired, encumbered, or disposed of and that no subsidiary corporations are created or purchased without explicit Board approval.
  - f) Restricted reserve funds are maintained at levels established by the Board and only used when a Board-approved plan exists to restore the restricted reserves to target levels within three years of them falling below mandated levels.
  - g) Non-invested funds are held in secure instruments.
  - h) Documents that designate appropriate administrative signing authority exist.
  - i) Internal financial controls are in place to prevent and ensure against late, inaccurate, or misleading reporting, including provisions to report any errors or misstatements to the Finance, Audit, and Risk (FAR) Committee in a timely manner.
  - j) The Board, through the FAR committee, is advised of material changes in the organization's financial position in a timely manner.
  - k) The Board is provided with quarterly financial statements.

**Commented [JB2]:** Please note that the statements are made available to the Board through OnBoard. Staff will indicate through the CEO message when the statements are available.





## 5 Executive duties and limitations

### 5.7 Compensation and benefits

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

*Review period: **Biennial/Triennial***

*Date of latest amendment: February 25, 2022 (Motion 2022-02-4D) Date last reviewed: February 25, 2022*

**Commented [JB1]:** It is recommended that going forward this policy be reviewed on a triennial basis, which would align with the three-year schedule in which a consultant is retained to conduct a comprehensive compensation review of the CEO's total compensation package (Board policy 4.7, *Monitoring of CEO*).

- (1) The CEO shall safeguard fiscal integrity and public image with respect to employment, compensation, and benefits to employees, consultants, and contract workers.
- (2) Further, without limiting the scope of the above statement, the CEO shall ensure that:
  - a) Compensation and benefits do not deviate materially from the geographic or professional market for the skills employed.
  - b) The CEO's benefits are only changed as is consistent with changes to benefits packages for all other employees.
  - c) The Board is informed of material changes in staff compensation or benefits.
  - d) Pension benefits are not adjusted beyond five percent (5%) within a five (5) year period, without prior authorization from the Board.
  - e) Expense reimbursement levels are consistent with those of comparable organizations.
  - f) Every employee, whether permanent or temporary, is subject to an employment agreement that complies with minimum employment standards legislation.



## 6 Engineers Canada Board committees and task forces

### 6.1 Board committees and task forces

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

Review period: ~~Biennial~~ **Triennial**

Date of latest amendment: February 25, 2022 (Motion 2022-02-4D) Date last reviewed: February 25, 2022

**Commented [JBM1]:** It is suggested that it be reviewed on a triennial rather than biennial basis, in keeping with the review periods for most other policies.

- (1) Board committees are defined as groups set up under the authority of the Board to provide the Board with advice, options, and implications on a specific matter for Board decision, and perform ongoing tasks as specified in their terms of reference. A task force is formed for specific tasks and is typically stood down once the task has been completed. The Board can delegate responsibility but is always accountable for decisions.
- (2) The standing Board committees are as follows:
  - a) Canadian Engineering Accreditation Board (CEAB);
  - b) Canadian Engineering Qualifications Board (CEQB);
  - c) Finance, Audit, and Risk Committee (**FAR Committee**);
  - d) Governance Committee; and,
  - e) Human Resources Committee (**HR Committee**).
- (3) The Board shall appoint committees and task forces as it considers necessary to serve the interests of Engineers Canada and the Regulators. It may delegate any authority it deems necessary for a committee or task force to perform its function. The Board shall determine the terms of reference for all committees and task forces they have appointed.
- (4) The terms of reference for every committee shall define the committee's responsibilities, tasks, authority, and composition.
- (5) The terms of reference for every task force shall define the mandate, timeline, and membership of the task force.
- (6) The CEO ensures that appropriate staff support is provided to monitors the performance of Board committees and task forces for compliance with their delegated authority where staff has a role with the activities.
- (7) All committee and task force members shall abide by the same Code of Conduct as governs the Board.
- (8) All committees and task forces will:
  - a) Develop and maintain an annual work plan with specific deliverables and deadlines;

**Commented [JB2]:** Revised to match update to the definition of "committee" or "Board committee" in BP2, as confirmed by the GC in September 2023.

**Commented [JB3]:** Revised to clarify the intent of this bullet. The Board rather than the CEO monitors Board committee and task force performance.

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Section 6: Engineers Canada Board committees and task forces



- b) Make minutes of their meetings and proceedings available to all Board Directors; and,
- c) Report ~~annually~~ to the Board regularly and ~~the Members~~ on the achievement of their assigned Board responsibilities and any outcomes or actions assigned to it under the Strategic Plan.

### 6.1.1 Composition

- (1) Board committees and task forces may be populated by Board members, other volunteers, or any combination thereof as defined in the respective terms of reference. Staff shall provide support to Board committees and task forces, but they are not members and shall have no vote.

#### 6.1.1.1 FAR Committee, Governance Committee, and HR Committee appointments

- a) The ~~Human Resources~~HR Committee, in consultation with each outgoing committee chair, shall annually nominate new committee members considering:
  - i. Committee work plan;
  - ii. Directors' interests;
  - iii. Directors' skills and competencies; and,
  - iv. Board chair succession planning.

~~b) With the exception of the CEAB and CEQB, t~~The HR Committee shall recommend a chair to each committee and task force. The committee or task force shall make the final determination of who will serve as chair.

~~b)c)~~ The Board appoints the members of all committees, normally for a one-year term.

~~e)d)~~ Members may be re-appointed to committees. Reappointment of the members and staggered terms of office are desirable elements to support continuity.

~~e)e)~~ In the selection of committee and task force members, every reasonable effort shall be made to achieve a diverse membership; reflective of the Canadian population.

~~e)f) Except where the vacancy occurs on the CEAB or CEQB, i~~In the event of a vacancy on a committee or task force prior to the conclusion of the term, the Board may fill the vacancy by appointment for the duration of the term.

~~g)~~ In the event that a member of a committee or task force is temporarily unable to serve, an alternate may be appointed by the Board to act in the member's absence.

#### 6.1.1.2 CEAB and CEQB appointments

~~a)~~ The process to appoint members to the CEAB and CEQB and nominate the chairs is described in Board policies 6.9, Canadian Engineering Accreditation Board (CEAB), and 6.10, Canadian Engineering Qualifications Board (CEQB).

~~b)~~ Two Directors from Engineers Canada's Board shall be recommended by the HR Committee for Board approval to respectively serve on the CEAB and CEQB for a two-year term. In the event of

**Commented [JBM4]:** This update was suggested in September 2023 with the recommendation to rescind BP 4.10 Standing agenda items, which noted that the committees should report to the Board at every meeting. Given that some Board meetings are designed for one purpose, i.e., the April meeting to review the audited financial statements, I've proposed some flexibility.

**Commented [JBM5]:** Given that the committees and task forces report to the Board and the Board is accountable to the Members, it is suggested that the reference to the Members be removed. The reports made to the Board are available to the Members.

**Commented [JB6]:** Added to provide clarity.

**Commented [JB7]:** Section headers have been added to better distinguish the appointment processes for different committees types.

**Commented [JB8]:** Given that Board nominations are put forth by the Regulators, it seemed appropriate to clarify that this relates specifically to chair succession planning.



a vacancy in one of these roles, the Board may fill the vacancy either temporarily or for the duration of the term, as appropriate.

### 6.1.2 Authority

- (1) Through the committee chair, all committees and task forces may:
  - a) Request information from Engineers Canada staff as required for the efficient conduct of their business;
  - b) Use staff resources as required for administrative support of the committee or task force; and,
  - c) Call on advisors for subject matter expertise.
- (2) Board committees and task forces shall not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes.
- (3) Except as defined in written terms of reference, no committee or task force has authority to commit the funds or resources of Engineers Canada.

### 6.1.3 Role of committee chairs

- (1) **Chairs** work closely with Engineers Canada staff and provide leadership to their committees. They are responsible for:
  - ~~a) Chairing meetings and setting their agenda~~ Developing work plans and leading the committee to actionable outcomes;
  - ~~a)b) Setting effective agendas that address the committee's terms of reference and work plan, with support from staff;~~
  - ~~b) Reviewing committee minutes and briefing notes~~ Preparing for the meeting's agenda;
  - ~~c) Developing, monitoring, and delivering on the work plan, with support from staff;~~
  - ~~d) Providing updates on the committee's activities to the Board~~ effective communication and linkage between the group and the Board of Directors;
  - ~~d)~~
  - ~~e) Facilitating committee deliberations that are engaging, inclusive, balanced, timely, fair, orderly,~~ thorough, and efficient;
  - ~~e)f) Maintaining open and productive working relationships with committee members and staff, and others interested in and impacted by the committee's work; and;~~
  - ~~g) Addressing issues arising with and between committee members~~ behaviour that is disruptive to the group process, if/when any occurs; and
  - ~~f)h) Seeking out and being responsive to feedback that fosters continuous improvement.~~
- (2) Any of the above responsibilities may be delegated by the committee chair to other committee members, as and when necessary.

**Commented [JB9]:** Proposed revisions have been informed by updates to the annual chair assessment survey proposed by external consultant, *mg*. The Governance Committee wanted to ensure that the chair's role in developing the work plan and leading the committee to actionable outcomes was prominent in the list. Pending Board approval, complementary updates will be made to Board policy 6.2, *Board, committee, and task force chair assessment* contains.



### 6.1.4 Committee chair competencies

(1) To deliver on the above responsibilities, in addition to the competencies established in Policy 4.8, *Board Competency Profile*, a chair should demonstrate the following skills, knowledge, and abilities:

- a) ~~Capacity to effectively lead the committee;~~
- a)b) Ability to build consensus;
- b)c) ~~Understanding of and ability to work within the Engineers Canada governance model; Familiarity with Engineers Canada's guiding governance documents and the committee's mandate, terms of reference and work plan;~~
- e) Understanding of the broader strategic context;
- d) ~~Communications skills and relationship management with Key Stakeholders including the CEAB, the GEQB, the Regulators, the GEO Group, the officials' groups, and Engineers Canada staff; and,~~
- e) Ability to meet deadlines with a strong work ethic and dedication

**Commented [JB10]:** Proposed revisions have been informed by updates to the annual chair assessment survey proposed by external consultant, *mg*. Pending Board approval, complementary updates will be made to Board policy 6.2, *Board, committee, and task force chair assessment* contains.

**Commented [JB11]:** The Governance Committee suggested that leadership be added to this list of competencies.

**Commented [JB12]:** This reads more as a responsibility and has been grouped as part of bullet d) above.



## 7 Board policies

### 7.12 Net assets

*Date of adoption:* October 2, 2020 (Motion 2020-10-3D)

*Review period:* ~~Biennial-Triennial~~

*Date of latest amendment:* February 25, 2022 (Motion 2022-02-4D)

*Date last reviewed:* February 25, 2022

**Commented [JB1]:** Given the static nature of this policy, it is suggested that the review period be extended from two to three years.

#### 7.12.1 Purpose of policy:

- (1) Engineers Canada uses its net assets to progress towards its strategic objectives. The Board approves the net asset levels as described in section 7.12.3, through ~~an annual review~~ the annual budgeting process and revisions (if necessary).
- (2) Net assets must be actively managed to maintain necessary levels. The proper management of net asset levels supports strategic objectives and planned operations by:
  - a) Protecting against unexpected losses;
  - b) Providing opportunity for planned new initiatives or strategic priorities;
  - c) Providing the opportunity to continue investing in assets, technology, products, and services;
  - d) Building Member confidence and creating value for Members; and,
  - e) Providing general financial stability.
- (3) Net asset management considers a number of factors such as:
  - a) The level of expected revenue and expenses;
  - b) Anticipated growth or planned changes to the purposes, operational imperatives or strategic priorities of Engineers Canada; and,
  - c) Issues arising through enterprise risk management.
- (4) The ability of Engineers Canada to maintain adequate net asset levels is considered an indication of safety, stability and a prudent resistance to adverse business and economic conditions.

**Commented [JBM2]:** The annual review is currently conducted as part of the annual budget process.

#### 7.12.2 Measures

- (1) Net assets are normally allocated into internally restricted reserves, unrestricted reserves, and investments in tangible capital and intangible assets.
  - a) **Internally restricted reserves** are funds that have been set aside for a specified future purpose or contingency. These funds can only be created, authorized for expenditure, and dissolved by the Board. Examples of uses for internally restricted funds include to:



- i. ensure stability for the delivery of ongoing programs, products and services;
- ii. fund strategic initiatives;
- iii. mitigate the financial impact of risks to operations or achievement of strategic objectives.

b) **Funds invested in tangible and intangible assets** represent the financial resources of Engineers Canada. Tangible assets are physical (such as office equipment), while intangible assets do not exist in physical form and include intellectual property, software, and goodwill, etc.

c) **Unrestricted reserves** are those funds that are neither restricted nor invested. The Board will approve the amount of unrestricted reserves that may be used for operations and to fund the activities under the Strategic Plan.

(2) Engineers Canada net assets are currently categorized as follows:

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



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

### 7.12.3 Responsibility and authority

(1) The Engineers Canada Board is responsible for understanding the operational and reserve needs of Engineers Canada and the minimum required level of net assets. Changes to the internally restricted reserves must be consistent with Engineers Canada's Strategic Plan and priorities, and the risk assessment. Accordingly, the following processes represent the governance responsibilities associated with the net assets of Engineers Canada:

- a) Annually, the Engineers Canada Board will ~~approve~~ review through the annual budgeting process the adequacy of the balances in the internally restricted funds, on recommendation of the Finance, Audit, and Risk (FAR) Committee.
- b) Upon approval of the Strategic Plan, the FAR Committee shall review the internally restricted reserves and make recommendations to the Board through the budgeting process and as otherwise needed; ~~considering the updated risk assessment that supported the Strategic Plan.~~
- c) Annually, as part of the budgeting process, the CEO shall make recommendations to the FAR Committee regarding the unrestricted reserves level, considering the budget, immediate liquidity needs, and cash flow requirements. The final budget is approved by the Engineers Canada Board.
- d) The Engineers Canada Board shall approve, on recommendation of the FAR committee, the net asset structure with target levels, as appropriate (Appendix A).
- e) ~~The Engineers Canada CEO will strive to maintain net asset balances in accordance with the levels approved annually by the Board in the net asset structure.~~ A breach of the net asset target levels is not acceptable or consistent with Engineers Canada's risk appetite and the budgeting, planning, monitoring, and reporting processes must be designed to avoid such a breach.
- f) It is recognized that net asset levels in some categories will be spent during some periods years and restored in others. In addition, net asset levels may fall below target due to unforeseen adverse events, in which case the CEO will prepare plans to redress the situation.

Commented [JBM3]: Added to clarify the process.

Commented [JBM4]: It is suggested that this part of the sentence be removed to reduce potential confusion. The strategic priorities are the Board's means to address Board risks.

Commented [JBM5]: Revised to clarify meaning.

### 7.12.4 Reporting

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

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





**Appendix A: Net asset structure document**

Date of Board approval: February 26, 2020	Effective Date: Year Ended December 31, 2020
-------------------------------------------	----------------------------------------------

**Commented [JB6]:** Housekeeping: Updated to reflect that the policy to which this appendix is attached was approved October 2, 2020, and applied to the year ending December 31, 2020.

**Net assets overview**

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

**Commented [JB7]:** This appendix was approved by the Board in advance of the 2022-2024 strategic plan. The 2024-2025 FAR Committee will be asked to review an updated appendix following approval of the next strategic plan.

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

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

**Commented [JB8]:** Removed in recognition that the strategic planning process time frame has changed.

This paper uses standard definitions of net assets, which are provided in the [Appendix Definitions section](#).

**Summary of net assets**

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

**Internally Restricted Net Assets**

Internal restriction	Purpose	Amount
<b>Legal defense fund</b>	The legal defense fund is established by the Board to ensure that funds are available in case of legal challenge, to provide funds to cover deductibles for insurances, and to assist the engineering regulators where it is determined that they do not have the financial resources to defend an enforcement action and/or statutory obligation that has a clear and significant impact on the other regulators.	\$1,500,000
<b>Strategic priorities fund</b>	The strategic priorities fund is established by the Board to provide funds: <ul style="list-style-type: none"> <li>For planned strategic initiatives</li> </ul>	\$2,000,000



	<ul style="list-style-type: none"> <li>For information technology projects consistent with the approved strategic plan;</li> <li>To respond to future risks and investment needs in the performance, accessibility, and security of its information technology assets.</li> </ul>	
<b>Contingency reserve fund</b>	The contingency reserve fund is established by the Board to mitigate the financial impact of the risk of future unexpected, negative events that could have a significant, adverse impact on the operations, revenues and expenses of Engineers Canada.	\$2,500,000
	<b>Total internally restricted net assets</b>	<b>\$6,000,000</b>

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

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

#### **Internally restricted net assets**

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

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

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

Engineers Canada requires a legal defense fund to be available to use to fund legal expenses related to issues concerning the engineering profession, including protecting the sovereignty of the term “engineer” and other terms, and to intervene with respect to legal cases that have a significant national interest, or to assist engineering regulators that do not have the financial resources to



defend an enforcement action and/or statutory obligation that has a clear and significant impact on other members.

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

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

Engineers Canada is entering a period of significant transition with its 2022-24 Strategic Plan, which is calling for specific initiatives to enable the plan, investments in competency-based assessment, and improvements to technology-enabled services.

For technology-enabled services, in addition to the planned projects to improve operations and services to members, Engineers Canada is operating in an environment of rapid technological change and accelerating risks (such as cyber security). Engineers Canada expects that it will need to make a substantial investment in its information technology and systems over the next five years in order to implement standard/best practices in performance, accessibility, and security. This Fund is intended to provide funding for both the current planned projects and future projects.

Based on the 2022-24 Strategic Plan and future technology risks, Engineers Canada has established a strategic priorities fund of \$2,000,000.

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

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

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

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

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



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

### Investment in capital assets and intangible assets

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

### Unrestricted net assets

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

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

### Definitions

This paper references the following definitions:

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

Net book value of tangible capital and intangible assets  
 Less: long-term debt related to the tangible capital and intangible assets  
 Less: deferred lease inducements related to capital assets  
Less: deferred contributions used to acquire tangible capital and intangible assets  
 Investment in tangible capital and intangible assets

- **Internally restricted net assets ('reserves'):** Net asset amounts that have been set aside by Engineers Canada for a specified future purpose or specified future contingencies. The two general categories of internally restricted net assets that are commonly used by not-for-profit organizations are:



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



## Board policies

### 7.4 Partnerships with external organizations

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

*Review period: Triennial*

*Date of latest amendment:*

*Date last reviewed: September 15, 2021*

- (1) The Board maintains open communication with other organizations regarding national issues of joint concern that align with the purposes of Engineers Canada. This may include, but is not limited to:
  - a) Inviting representatives of those organizations to Board meetings; and,
  - b) Meeting jointly with other Boards.
- (2) In addition to the President's role as spokesperson of the Board, the CEO is directed to maintain relationships, partnerships, and memberships with external organizations which contribute to achievement of the Strategic Plan and align with the purposes of Engineers Canada.
- (3) The CEO is directed to submit a list of such relationships periodically to the Board, for information. This list shall include the cost, if any, as well as the purpose of the relationship and its outcomes to date.
- (4) A partnership is defined as any relationship between Engineers Canada and an external organization that has an impact on achievement of the Strategic Plan or which has a significant financial or resource impact.

**Commented [JBM1]:** The Governance Committee recommends that this policy be rescinded given its operational nature.

**Commented [JBM2]:** The last partnership report to the Board in May 2023 was 12 pages long within an agenda book that was almost 400 pages long. The report arguably creates additional work for the Board to review and staff to prepare but does not result in meaningful discussion.

#### 7.4.1. Criteria for establishment of partnership

- (1) The following criteria shall be considered when establishing a new partnership at the Board or operational level:
  - a) The degree to which the partnership will contribute to achievement of the Strategic Plan and the purposes;
  - b) The financial and reputational value of the partnership;
  - c) The degree to which the partnership is mutually beneficial;
  - d) The cost of membership, where applicable; and,
  - e) The alignment of the values, principles, and practices of the organization with Engineers Canada's.
- (2) When entering into a new partnership, the purpose and desired outcomes of the relationship shall be documented.
- (3) Partnerships shall be reviewed periodically by the CEO to ensure that they continue to meet the criteria, deliver on the intended purpose, and deliver value through achievement of the intended outcomes.

## BRIEFING NOTE: For decision

CEO objectives		4.7
Purpose:	To approve the 2024 CEO objectives	
Link to the Strategic Plan/ Purposes:	Board responsibility: Hold itself and its Direct Reports accountable	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk) Human resources (operational)	
Motion(s) to consider:	<i>THAT the Board, on recommendation of the HR Committee, approve the 2024 CEO objectives.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Arjan Arenja, Chair of the HR Committee	

### Problem/issue definition

- Board 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. Appendix 1 includes a description of the objectives proposed for 2024.
- The proposed objectives were presented by the CEO to the HR Committee in September 2023. Feedback provided by the HR Committee have been addressed in the appendix.
- In accordance with its terms of reference, the CEO Search Committee will establish short-term performance objectives with the incoming CEO including a process for a (3) three-month performance review.
- The HR Committee recommended at its meeting on December 14, 2023, that the CEO Search Committee establish with the incoming CEO quantitative measures for their short-term performance metrics.

### Proposed action/recommendation

- That the Board approve the proposed 2024 CEO objectives.
- That the proposed objectives be used as the basis of the performance objectives and metrics for the incoming CEO.

### Other options considered

- None as it is established in Board policy 4.7, that the Board approve the CEO's objectives in February.

### Risks

- The objectives set the expectations of CEO 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**

- None.

## **Benefits**

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

## **Consultation**

- These objectives were developed with reference to the 2022-2024 Strategic Plan, the Annual Operating Plan, and the 2024 budget, with input from the CEO, senior leadership staff, and members of the HR Committee.

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

- At its meeting on April 8, 2024, the CEO Search Committee will discuss the incoming CEO's short-term performance objectives and metrics.
- The HR Committee will discuss the CEO's 2025 performance objectives and metrics at its meeting in November 2024 for presentation to the Board in February 2025.

## **Appendix**

- **Appendix 1:** 2024 CEO objectives



## Objectives for the Chief Executive Officer – 2024

The following series of considerations may be used by the Human Resources Committee to provide the basis for the evaluation of the performance of Engineers Canada's Chief Executive Officer. It covers the period January 1, 2024 until December 31, 2024.

### **Achievement of strategic objectives**

#### **Strategic priority 1.1: Investigate Accreditation**

- Publish the final recommended Purpose of Accreditation and National Academic Requirement for Licensure.
- Publish the final Path Forward report with direction to the CEAB, CEQB and Engineers Canada to implement systems aligned with the Purpose and Academic Requirement for Licensure.

#### **Strategic priority 1.2: Strengthen collaboration and harmonization**

- Finalize and sign the Statement of collaboration with regulators.

#### **Strategic priority 1.3: Support regulation of emerging areas**

- Publish a research paper on an emerging, contemporary and/or overlapping area of engineering practice (specific area to be selected by the regulators)

#### **Strategic Priority 2.1: Accelerate 30 by 30**

- Execute 2024 30 by 30 annual national conference.
- Complete employer strategy.
- Complete national research strategy.

#### **Strategic Priority 2.2: Foster Trust and Value of Licensure**

- Field 2024 marketing campaign.
- Continue engineering graduate and EIT outreach programming.
- Complete overall evaluation of SP2.2 project.

#### **Strategic Priority 3.1: Uphold our commitment to excellence**

- Confirm readiness to apply for Platinum level certification.
- Submission of application to Excellence Canada.

## 2025-2029 Strategic Plan

- Strategic Plan completed and approved by the Members.

**Achievement of key operational objectives aligned to Engineers Canada's ten core purposes:**

**Advocating to the federal government**

- Engage with parliamentarians and senior officials to: educate and promote the value of licensure within the federal public service; and promote licensing requirements for engineering positions within the federal public service
- Develop a national position statement aligned with SP 1.3, focusing on professional practice of energy engineering.
- Submit Engineers Canada annual pre-budget recommendations to the federal government in advance of the 2025 federal budget.

**Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of engineering professionals**

- Execute three-year K-12 Collective Impact Project in partnership with Engineers of Tomorrow to mobilize STEM NGOs around Engineering Career Awareness.

**Promote equity, diversity and inclusion in the profession that reflects Canadian society**

- Develop action plan based on completed 5-year Indigenous Advisory Committee (IAC) envisioning exercise.

**Organizational stability**

- Meet 2024 budget and provide appropriate reporting.
- Develop and obtain Board approval of 2025 budget (including proposed 2027 Per Capita Assessment Fee and multi-year forecast).

## BRIEFING NOTE: For discussion

Generative discussion: Emerging trends in regulation		5
Purpose:	To consider emerging trends in regulation that may affect the way(s) in which Engineers Canada serves the Regulators.	
Link to the Strategic Plan / Purposes:	Core purpose 6: Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.	
Link to Corporate Risk Profile:	Diminished scope and value of engineering regulation (Board risk)	
Transparency:	Open session	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Nancy Hill, Board Chair	

### Problem/issue definition

- Engineers Canada's first guiding principle is to **serve the needs of the Regulators** (Board policy 1.2).
- To serve the Regulators' needs, it is important for Engineers Canada's Board to understand emerging trends in regulation. Doing so will help Engineers Canada evolve with the Regulators in an ever changing regulatory environment.

### Background

- Attached in Appendix A is a short list of notable macro- (societal) and micro- (professional) trends affecting regulation. Some trends are overlapping. Not surprisingly, some of which appear at the micro-level stem out of the macro-level trends.
- The list was informed by the [Environmental scan for the Engineers Canada Strategic Plan 2025-2029](#), an [Engineering Matters article](#) from January 2020, and industry experts Katrina Haymond, Field Law and Richard Steinecke, SML-LAW in their respective presentations to the CEQB (2023) and CNAR (2022).
- The list is *not* exhaustive by design but rather aims to stimulate discussion.

### Proposed action/recommendation

- The Board is invited to engage in a generative discussion about emerging trends in regulation that may affect the way(s) in which Engineers Canada serves the Regulators.
- The discussion is intended to initiate dialogue on the topic and not necessarily lead to immediate outcomes.
- Generative discussions can help a board's work by:
  - Educating directors on future-focused topics.
  - Encouraging dialogue that brings out different perspectives.
  - Stimulating critical thinking that informs subsequent decision making.
  - Enhancing directors' engagement.

- It is suggested that the Board use a think, pair, and share approach to support discussion. Ahead of the meeting, Board members are asked to prepare answers to the following questions using the attached worksheet for discussion.
  - Reflecting on the trends in regulation outlined in Appendix 1:
    - Which trend do you think is most closely related to how Engineers Canada serves the Regulators?
    - Which trend do you think may bring the most change to regulation, albeit positive or negative?
    - Are you surprised to see any trends included on the list?
    - Are any trends missing?
- Responses to the questions will be shared in plenary.

### Next steps

- No immediate next steps have been identified. The purpose of the discussion is not to come to immediate outcomes but rather to help the Board engage in deep inquiry of evolving trends in regulation that will impact the Regulators and inform future problem solving.

### Appendices

- **Appendix 1:** Emerging trends in regulation
- **Appendix 2:** Discussion worksheet

## Appendix 1: Emerging trends in regulation

### Macro-level (societal) trends

- **New technologies / artificial intelligence (AI):** The rate at which new technologies, notably AI, is introduced to and integrated in daily life is unprecedented.
- **Mistrust:** In recent years, there has been an erosion of trust in public institutions.
- **Climate change:** The public increasingly expects organizations and professions to address climate change.
- **Equity, Diversity, and Inclusion (EDI):** Increasingly, organizations are aware of the need to ensure that the values of EDI are embodied in their work to allow for the full participation of all people, especially those who have been historically underrepresented or subject to discrimination.
- **Increased workforce mobility:** Remote work has become an expectation and norm for knowledge workers, which has the potential to impact retention rates and workforce mobility.

### Micro-level (professional) trends

- **Increased regulation of entities:** Although engineering firms and entities are already regulated, the degree of regulatory oversight is variable.
- **Off-duty conduct:** Regulators have jurisdiction over “off duty conduct”.
- **Continuing professional development (CPD):** Mandatory lifelong learning is required of licensed professionals as a means to ensure public safety.
- **Increasing oversight of regulatory functions:** Provincial governments have introduced means such as legislation to oversee and standardize regulation.
- **Council/board composition:** There is an increasing focus on recruitment of competency-based councils/boards that include lay members of the public.

## Appendix 2: Discussion worksheet

### Instructions:

1. **Think:** Before the meeting, write down your thoughts on each question.
2. **Pair:** At the open Board discussion, take five minutes to share your ideas with the person next to you. Note any ideas you had in common and any ideas you learned.
3. **Share:** Select one idea that you discussed with your partner. Share that idea with the Board in a roundtable discussion.

Repeat these steps alternating your discussion for each question with the person seated on your right and left. For example, if you discussed question 1 with the person on your right, discuss question 2 with the person on your left.

### Questions

**Question 1:** Which trend do you think is most closely related to how Engineers Canada serves the Regulators?

**Question 2:** Which trend do you think may bring the most change to regulation, albeit positive or negative?

**Question 3:** Are you surprised to see any trends included on the list?

**Question 4:** Are any trends missing?