

FINAL AGENDA

217th ENGINEERS CANADA BOARD MEETING

December 12, 2022 | 10:00am – 5:00pm ET

Virtual delivery | Zoom details are provided via outlook calendar invitation

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

1.	Opening
	1.1 Call to order and approval of agenda – K. Baig (pages 1-3) <i>THAT the agenda be approved and the President be authorized to modify the order of discussion.</i>
	1.2 Declaration of conflict of interest (pages 4-5)
	1.3 Review of previous Board meeting – K. Baig (pages 6-7) a) Action item list b) Board attendance list
2.	Executive reports
	2.1 President’s report – K. Baig (verbal)
	2.2 CEO update – G. McDonald (verbal)
	2.3 Q3 Interim Strategic Performance Report to the Board – G. McDonald (pages 8-24)
3.	Consent agenda
	Board members may request that an item be removed from the consent agenda for debate and deliberation. <i>THAT the consent agenda motions listed below (3.1 to 3.5) be approved in one motion.</i>
	3.1 Approval of minutes (pages 25-33) <i>THAT the minutes of the September 29, 2022 Board meeting be approved.</i>
	3.2 Approval of committee work plans (pages 34-45) a) <i>THAT the Board approve the 2023 CEAB work plan.</i> b) <i>THAT the Board approve the 2023 CEQB work plan.</i>
	3.3 Board Consultation plan – (pages 46-49) <i>THAT the Board approve the 2023 Board Consultation plan.</i>
	3.4 CEAB leadership (pages 50-51) <i>THAT the Board approve the appointment of the CEAB leadership for the period July 1, 2023 to June 30, 2024:</i> • <i>Jeff Pieper as Vice-Chair</i> • <i>Pemberton Cyrus as Chair</i> • <i>Paula Klink as Past Chair</i>
	3.5 CEQB leadership (pages 52-53) <i>THAT the Board approve the appointment of the CEQB leadership for the period July 1, 2023 to June 30, 2024:</i> • <i>Sam Inchasi as Vice-Chair</i> • <i>Frank Collins as Chair</i> • <i>Margaret Anne Hodges as Past Chair</i>
4.	Board business/required decisions
	4.1 2023 budget and 2025 Per Capita Assessment – A. Arenja (slides and pages 54-83) 1. <i>THAT the Board, on recommendation of the FAR Committee, approve the 2023 budget, including an operational budget of \$12.3M, and a project budget of \$4.5M.</i> 2. <i>THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2025 Per Capita Assessment Fee be maintained at \$8 per Registrant.</i>

	<p>4.2 Board policy updates – A. English (pages 84-108) <i>THAT the Board, on recommendation of the Governance Committee, approve the following revised Board policies:</i></p> <table border="0"> <tr> <td data-bbox="121 262 779 294">i. 1.4, Strategic Plan</td> <td data-bbox="795 262 1572 294">vii. 5.4, Communication and support to the Board</td> </tr> <tr> <td data-bbox="121 294 779 325">ii. 1.5, About this manual</td> <td data-bbox="795 294 1572 325">viii. 5.5, Asset protection</td> </tr> <tr> <td data-bbox="121 325 779 357">iii. 4.7, Monitoring of CEO</td> <td data-bbox="795 325 1572 357">ix. 6.2, Board, committee, and task force chair assessment</td> </tr> <tr> <td data-bbox="121 357 779 388">iv. 4.11, Board management delegation</td> <td data-bbox="795 357 1572 388">x. 7.11, Consultation</td> </tr> <tr> <td data-bbox="121 388 779 420">v. 4.13, Individual Director assessment</td> <td data-bbox="795 388 1572 420">xi. 6.12, HR Committee terms of reference</td> </tr> <tr> <td data-bbox="121 420 779 451">vi. 5, Executive duties and limitations</td> <td data-bbox="795 420 1572 451">xii. 7.13, Vaccination for in-person meetings</td> </tr> </table>	i. 1.4, Strategic Plan	vii. 5.4, Communication and support to the Board	ii. 1.5, About this manual	viii. 5.5, Asset protection	iii. 4.7, Monitoring of CEO	ix. 6.2, Board, committee, and task force chair assessment	iv. 4.11, Board management delegation	x. 7.11, Consultation	v. 4.13, Individual Director assessment	xi. 6.12, HR Committee terms of reference	vi. 5, Executive duties and limitations	xii. 7.13, Vaccination for in-person meetings		
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	<p>4.3 Chair assessment – M. Wrinch (pages 109-113) <i>THAT the Board, on recommendation of the HR Committee, approve the content of the chair assessment survey.</i></p>														
	<p>4.4 International student exchanges update (presented as information for discussion) – D. Spracklin-Reid (pages 114-115)</p>														
5. Reports															
	5.1 CEAB – P. Klink (slides)														
	5.2 CEQB – M. A. Hodges (slides)														
	5.3 FAR Committee – A. Arenja (slides)														
	5.4 Governance Committee – A. English (slides)														
	5.5 HR Committee – M. Wrinch (slides)														
	5.6 Strategic Planning Task Force – N. Hill (slides)														
	5.7 Collaboration Task Force - C. Bellini (slides and pages 116-123)														
	5.8 Board’s 30 by 30 Champion – T. Joseph (slides)														
6. Next meetings															
	<p>Board meetings</p> <table border="0"> <tr> <td data-bbox="138 1165 779 1197">• February 23, 2023 (Ottawa, ON)</td> <td data-bbox="828 1165 1572 1197">• May 26, 2023 (Halifax, NS)</td> </tr> <tr> <td data-bbox="138 1197 779 1228">• April 5, 2023 (virtual)</td> <td data-bbox="828 1197 1572 1228">• June 19, 2023 (Ontario)</td> </tr> </table>	• February 23, 2023 (Ottawa, ON)	• May 26, 2023 (Halifax, NS)	• April 5, 2023 (virtual)	• June 19, 2023 (Ontario)										
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7. In-camera sessions															
	<p>7.1 Board Directors and CEO <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>7.2 Board Directors only <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors.</i></p> <ul style="list-style-type: none"> • Meeting evaluation? 														
8. Closing (motion not required if all business has been completed)															

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 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.

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 Board¹ or, in the case where membership approval is sought, to the members,² as well as abstain from voting.

Handling conflicts of interest

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

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

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

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

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

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

¹ Section 141(1) and (2) of the CNCA

² Section 141(9)(a) of the CNCA

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

What perceptions could others have?

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

Step 3 – Is the duty to disclose triggered?

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

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).⁴ The limited case law dealing with the nature and scope of the disclosure required by a conflicted Director suggests that disclosure must make the other Directors fully informed of the real state of affairs (e.g. what your interest is and the extent of the interest).⁵ 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.⁶ Further, as a best practice, they should leave the room and not participate in the salient part of the Board meeting.

³ Section 141(1) of the CNCA

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

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

⁶ Section 141(5) of the CNCA

Engineers Canada Board of Directors action log

	Meeting date	Action	Responsible	Due date	Update
1.	September 29, 2022	President K. Baig to send a letter to the CEAB Chair underscoring the Board's expectation that the interpretive statement on international student exchanges will be presented for approval at the CEAB's February meeting.	K. Baig	ASAP	Complete - Letter issued October 3, 2022
2.	September 29, 2022	P. Klink to give an update on the development of the interpretive statement on international student exchanges at the Engineers Canada Board's December meeting. At that meeting, the Board expects to receive an assurance that the interpretive statement is on track to be reviewed and approved in February.	P. Klink	December 12, 2022	To be addressed under agenda item 4.4 at the December 12 Board meeting.
3.	September 29, 2022	Engineers Canada President and CEO to discuss the Presidents Group's request for additional meeting support and bring the issue back to the Board.	K. Baig and G. McDonald	December 12, 2022	<p>K. Baig and G. McDonald reviewed the materials that are delivered to the Presidents Group members, including the introductory email with information about the Teams channel and the "First Timers" presentation that is provided to incoming Presidents in conjunction with the fall and winter meetings. The fact that the Presidents fall outside of Engineers Canada's governance structure poses challenges to the proposed provision of staff secretariat support to this group.</p> <p>This was further discussed at the Board's in-camera session in September.</p>

	Alison Anderson	Arian Arema	Natasha Avila	Kathy Baig	Ernie Barber	Anne Baril	Mawme Baillargeat	Christian Bellini	Victor Benz	Danny Chui	Geoff Connolly	Crista Cumming	Aryn English	Nancy Hill	Sudhir Jha	Tim Joseph	Dawn Keobhin-Maccek	Marlo Rose	Darlene Spracklin-Road	Marisa Sterling	Nicolas Turgeon	John Van der Put	Mike Wrench
Board Meetings																							
June 20, Hybrid (Mont-Tremblant, QC)	✓	✗	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
September 29, Hybrid (Ottawa, ON)	✓	✗	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board on Board Leadership Program																							
Ongoing access	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4 Seasons training																							
Ongoing access	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CEAB																							
June 3, Hybrid (Ottawa)			✓						✓										✓				
September 18-19, Virtual			✓	✓					✓			✓					✓	✓					
CEQB																							
July 18, Virtual														✓						✓			
September 18-19, Hybrid, Vancouver, BC									✓					✓			✓		✓				
FAR Committee																							
June 20, Hybrid (Mont-Tremblant, QC)		✗					✗	✓								✓							
August 10, Virtual		✓					✓	✗								✓							
October 21, Virtual		✓					✓	✓								✗							
Governance Committee																							
June 20, Hybrid (Mont-Tremblant, QC)	✓					✓			✓			✓							✓				
September 21, Virtual	✓					✓			✓			✓											
November 16, Virtual	✓					✓			✓			✓											
HR Committee																							
September 8, Virtual				✓				✓	✓			✓											✓
November 24, Virtual				✗				✗	✓			✓											✓
Collaboration Task Force																							
June 20, Hybrid (Mont-Tremblant, QC)			✓				✓				✓	✓									✓		✓
July 7, Virtual			✓				✓				✓	✓									✗		
September 12, Virtual			✗				✓				✓	✓									✗		
October 7, Virtual			✓				✓				✓	✓									✗		
Strategic Planning Task Force																							
June 20, Hybrid (Mont-Tremblant, QC)			✓					✓				✓		✓		✓	✓					✓	
July 26, Virtual			✓					✓				✓		✓		✓	✓					✓	

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

BRIEFING NOTE: For information

Q3 Interim Strategic Performance Report to the Board		2.3
Purpose:	To provide an interim report on the progress against the 2022-2024 Strategic Plan	
Link to the Strategic Plan / Purposes:	Board responsibility: Hold itself, its Directors, 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)	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Gerard McDonald, Chief Executive Officer	

Background

- 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.
- This interim strategic performance report covers Q3 of 2022 (July 1 – September 30, 2022).
- 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.

Status update

- All Strategic Priorities are on target to be completed in 2024, with one experiencing some delays:
 - Strategic Priority 1.3, *Support the regulation of emerging areas* (SP1.3) – Lack of resources in the first two quarters of 2022 have resulted in the emerging areas paper being delayed by 6 months.

Next steps

- The Board will receive an annual evaluation with the Q4 update provided in February 2023. This evaluation will include financial information as well as a percentage of completion considering the full duration of each strategic priority.




Appendix

- **Appendix 1:** 2022-Q3 Interim strategic performance report

Interim Strategic Performance Report: Q3-2022

This new strategic reporting template was reviewed and endorsed by the Governance Committee in 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 1st, 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
Planned activities (as set in June 2021)	Copied from Board June 2021 strategic workshop presentation
2022 quarterly reporting	Staff updates as part of quarterly internal reporting
What we will do	Copied from 2022-2024 Strategic Plan
What does success look like	Copied from Board June 2021 strategic workshop presentation
How will we measure success in 2024*	


**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												

2022 quarterly reporting	Q1	Q2	Q3
1. Benchmark accreditation	<ul style="list-style-type: none"> Schedule is fully developed, including a plan for presentation/ dissemination. Research report is completed. Work on the task force summary is underway. Planning for the presentation is underway. 	<ul style="list-style-type: none"> Work products were finalized and disseminated. Task force was offboarded in early July. Report is publicly available online. 	<ul style="list-style-type: none"> No work this quarter, as planned.
2. Report on state of engineering education	<ul style="list-style-type: none"> Schedule was fully developed, including a plan for presentation/ dissemination. Research report is completed. Work on the task force summary is underway. Planning for the presentation is underway. 	<ul style="list-style-type: none"> Work products were finalized and disseminated. Task force was offboarded in early July. Report is publicly available online. 	<ul style="list-style-type: none"> No work this quarter, as planned.
3. Investigate an academic requirement for licensure	<ul style="list-style-type: none"> Contractor was hired for this work (and for the overall project). Contractor’s onboarding has started. 	<ul style="list-style-type: none"> Contractor was fully onboarded, and a planning session was held in June that resulted in a modified project approach. Hiring of an assessment expert was moved to 	<ul style="list-style-type: none"> Initiative is on track as per outlined work plan. Academic Requirement Task Force met bi-weekly to prepare for the November Strategic Foresight event. This event will be an

		<p><i>Coeuraj's</i> responsibility and this activity is behind schedule (now in July 2022).</p> <ul style="list-style-type: none"> • New project approach was developed in June that pushes all major deliverables for the academic requirement out to 2023. • We still expect to develop an academic requirement for licensure, and the overall schedule has been adjusted to allow for more consultation, with greater involvement with CEAB and members of the public. • As a result, this activity is expected to require an additional quarter (end in Q1 of 2024 instead of Q4 2023). • There is no projected impact on the completion of this strategic priority by end of 2024. 	<p>important deliverable in the overall development of an academic requirement.</p>
<p>4. Examine the purpose of accreditation</p>	<ul style="list-style-type: none"> • No work this quarter, as planned. 	<ul style="list-style-type: none"> • Consultant was fully onboarded, and a planning session was held in June that resulted in a modified project approach This approach allows for more consultation and greater engagement of the CEAB, CEQB, and members of the public. This change requires the 'Purpose' work to start later than originally planned and end one quarter later than planned (end in Q1 of 2024 instead of Q4 2023). • There is no projected impact on the completion of this strategic priority by end of 2024. 	<ul style="list-style-type: none"> • Initiative is on track as per outlined work plan. • Purpose task force met bi-weekly to prepare for the November Strategic Foresight event. This event will be an important deliverable in the overall development of a defined purpose of accreditation.
<p>5. Set a path forward</p>	<ul style="list-style-type: none"> • No work this quarter, as planned. 	<ul style="list-style-type: none"> • No work this quarter, as planned. 	<ul style="list-style-type: none"> • No work this quarter, as planned.


Summary of strategic priority	
What we will do	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.
What does success look like?	<ul style="list-style-type: none"> A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally B. All stakeholders have visibility of the current and future realities of engineering education C. Regulators have an academic requirement for licensure, applicable to all D. All stakeholders understand the purpose of accreditation E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure

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												

2022 quarterly reporting	Q1	Q2	Q3
1. Collaborate with Regulator staff to identify barriers and opportunities	<ul style="list-style-type: none"> • Consultations with officials' groups have been scheduled (April-June 2022). • A pre-consultation survey was developed to be sent to the National Admission Officials Group (NAOG). 	<ul style="list-style-type: none"> • Consulted with NAOG in April, NDEOG in May, and NPOG in June. • Completed the consultation report and shared it with the Collaboration Task Force (CTF). • Proposed revised definitions for "collaboration" and "harmonization" to the Officials Groups based on the consultations. • Began preliminary work on legislative authorities. 	<ul style="list-style-type: none"> • Shared final consultation report with officials group and CEO group. • Mapping legislative authorities work continues.
2. Develop a national statement of collaboration with all jurisdictions	<ul style="list-style-type: none"> • Terms of reference for the Collaboration Task Force are complete. 	<ul style="list-style-type: none"> • Held first meeting to onboard the Board's CTF and inform them of strategic priority. • CTF also met to discuss outline for position paper on regulatory harmonization and collaboration. 	<ul style="list-style-type: none"> • Consultation plan developed by consultant and shared with Task Force. • Position paper drafted and revised by Task Force.
3. Identify specific areas of harmonization for collaboration	<ul style="list-style-type: none"> • No work this quarter, as planned. 	<ul style="list-style-type: none"> • No work this quarter, as planned. 	<ul style="list-style-type: none"> • No work this quarter, as planned.
Summary of strategic priority			
What we will do	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.		
What does success look like?	<p>A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization</p> <p>B. Regulators benefit from collaboration and resource sharing, supporting improved practices</p>		


SP1.3, Support the regulation of emerging areas											
Status: >>>											
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											

2022 quarterly reporting	Q1	Q2	Q3
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"> No work was done due to lack of resources. 	<ul style="list-style-type: none"> New resources have been secured and work will begin in Q3. The emerging areas paper will be delayed by 6 months. 	<ul style="list-style-type: none"> RFP issued and contract awarded. Emerging areas paper will continue to be delayed by 6 months.
2. Continue to work with the federal government to promote the role of engineers in emerging areas	<ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. 	<ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. 	<ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements.
Summary of strategic priority			
What we will do	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.		
What does success look like?	<p>A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice</p> <p>B. The federal government is made aware of the importance of the work of engineers in emerging areas</p>		

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												


2022 quarterly reporting	Q1	Q2	Q3
1. National research strategy	<ul style="list-style-type: none"> No work this quarter, as planned. 	<ul style="list-style-type: none"> No work this quarter, as planned. 	<ul style="list-style-type: none"> No work this quarter, as planned.
2. Facilitate collaboration and information exchange for Regulators	<ul style="list-style-type: none"> Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network. 	<ul style="list-style-type: none"> Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network. 	<ul style="list-style-type: none"> Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network.
3. 30 by 30 annual national conference	<ul style="list-style-type: none"> Conference planning is underway, the virtual sessions were held on April 13, 20, and 27. 	<ul style="list-style-type: none"> Conference planning for 2023 in Halifax is underway and planning for 2024 has begun. 	<ul style="list-style-type: none"> Received approval to align 2023 one-day conference with Engineers Canada AMM on May 24th.
4. Reporting on national and regional metrics	<ul style="list-style-type: none"> Received data from Regulators and planning to hire additional staff to analyze data. 	<ul style="list-style-type: none"> The data has been analyzed and the 2021 National Membership Report is publicly available on the website. 	<ul style="list-style-type: none"> Received approval and finalized job description for new EDI Analyst position.
5. Engaging employers	<ul style="list-style-type: none"> The request for proposals (RFP) has been posted and a consultant was hired. 	<ul style="list-style-type: none"> Key interviews are being conducted to develop the consultation plan for the Employer Engagement Strategy. 	<ul style="list-style-type: none"> A draft Employer Engagement Strategy was presented and validated by the CEO Group. The final version was released in Oct 2022.
6. National resources	<ul style="list-style-type: none"> The RFP to update Managing Transitions was posted, a consultant was hired, and the discovery phase has begun. 	<ul style="list-style-type: none"> Interviews and two (2) sessions were conducted on parental and maternal leave. Partnership discussions with APEGA and Geoscientists Canada on revising Managing Transitions. 	<ul style="list-style-type: none"> Final version of the Managing Transitions guideline was approved. Facilitated an Early Career and Post-secondary 30 by 30 working group meeting.

Summary of strategic priority		
What we will do	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.	
What does success look like?	<ul style="list-style-type: none"> A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process 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 C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive 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 	

SP2.2, Reinforce trust and the value of licensure												
Status: 												
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												

2022 quarterly reporting	Q1	Q2	Q3
1. Marketing campaign	<ul style="list-style-type: none"> Initial campaign objectives and audiences identified and preparations for RFP is underway. 	<ul style="list-style-type: none"> RFP process nearing completion. Bidder meetings with a shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3. 	<ul style="list-style-type: none"> A communications agency has been secured and work is underway on primary research and strategic design. Majority of results will be presented in mid-October and advisory group will meet to discuss audiences and key next steps.
2. Value of licensure messaging	<ul style="list-style-type: none"> No work this quarter, as planned. 	<ul style="list-style-type: none"> RFP process nearing completion. Bidder meetings with a shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3. 	<ul style="list-style-type: none"> A communications agency has been secured and work is underway. Secondary research is completed with some primary results tools still in the field.
3. Engineering graduate and EIT outreach programming	<ul style="list-style-type: none"> No work this quarter, as planned. 	<ul style="list-style-type: none"> RFP process nearing completion. Bidder meetings with a shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3. 	<ul style="list-style-type: none"> A communications agency has been secured and work is underway on discovery and determining recommendations for next steps. Most research is completed, but one survey was in field until the end of October.
4. Foundational research	<ul style="list-style-type: none"> No work this quarter, as planned. 	<ul style="list-style-type: none"> RFP process nearing completion. Bidder meetings with a shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3. 	<ul style="list-style-type: none"> A communications agency has been secured to lead research, and results on all but one instrument were reported in mid-October. The final survey is in field until the end of October and findings reported by mid-November.

Summary of strategic priority		
What we will do	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.	
What does success look like?	<ul style="list-style-type: none"> A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession B. Engineering graduates and EITs recognize value in licensure C. Regulators have a valuable national messaging framework and marketing support tools 	

SP3.1, Uphold our commitment to excellence											
Status: 											
Planned activities <i>(as set in June 2021)</i>	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											

2022 quarterly reporting	Q1	Q2	Q3
1. Sustain an excellence culture	<ul style="list-style-type: none"> The working groups that emerged from the 2019 employee engagement survey feedback are in the process of being stood down and recognized. Excellence refresher(s) with staff have been initiated. 	<ul style="list-style-type: none"> Working groups continue to be stood down as deliverables are finalized. 	<ul style="list-style-type: none"> Delays in closing out working groups have resulted in missing this milestone. Resources available to support refreshing the road journals and staff profiles has been limited due to organizational transition back to in person/hybrid meetings. Anticipate being back on track into Q4.
2. Identify and Implement continual improvements	<ul style="list-style-type: none"> Gaps to close and associated action plans are being identified and developed with the senior leadership team (SLT). 	<ul style="list-style-type: none"> Requirements have been assigned to SLT members. 	<ul style="list-style-type: none"> Confirmation of SLT ownership has been completed. Orientation of SLT to the known gaps for their respective requirements will most likely go into Q4 2022. These delays are not anticipated to impact achievement of the program.
3. Confirm measurements and sustainability	<ul style="list-style-type: none"> A transition gap analysis is being conducted against gold standard. 	<ul style="list-style-type: none"> A self-assessment against the current Excellence Canada Organizational Excellence Standard is planned for next quarter and will be based on the most recent external verification from the Excellence Canada verification team (Q3). 	<ul style="list-style-type: none"> Transition to the revised standard has been completed. Self-assessment information will be confirmed in Q4.

4. Achieve Platinum level certification from Excellence Canada	<ul style="list-style-type: none"> No work this quarter, as planned. 	<ul style="list-style-type: none"> No work this quarter, as planned. 	<ul style="list-style-type: none"> No work this quarter, as planned.
Summary of strategic priority			
What we will do	<p>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.</p>		
What does success look like?	<ul style="list-style-type: none"> A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health C. Engineers Canada benefits from sustainment of a high level of performance 		

Summary - How will we measure success in 2024?

Strategic priority	What does success look like	How will we measure success in 2024?
<p>SP1.1, Investigate and validate the purpose and scope of accreditation</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?
SP1.2, Strengthen collaboration and harmonization	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
SP1.3, Support the regulation of emerging areas	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
SP2.1, Accelerate 30 by 30	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) A6. We held 3 to 4 annual meeting with Regulators

Strategic priority	What does success look like	How will we measure success in 2024?
	<p>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</p>	<p>B1. Reporting on national and regional metrics: <ul style="list-style-type: none"> • Provide tools for Regulator tracking and reporting on metrics related to 30 by 30 </p> <p>B2. Annual publication of National Membership Report</p> <p>B3. Annual collection of Regulator scorecard metrics</p> <p>B4. Annual scorecard summary presented to Board and CEO Group</p> <p>B5. 3-4 Regulators are involved in the development and use of target</p>
	<p>C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive</p>	<p>C1. Completing addressing of the recommendations in the GBA+ report* regarding engaging employers</p> <p>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</p> <p>C3. All Regulators contribute a national 30 by 30 employer strategy</p> <p>C4. Recognizing employer excellence in 30 by 30</p>
	<p>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</p>	<p>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</p> <p>D2. The number of Regulators contributing and participating to the development of the conference</p> <p>D3. The number of employers: contributing and participating in the conference</p> <p>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</p> <p>D5. The number of Regulators participating and promoting the national resources</p> <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>

Strategic priority	What does success look like	How will we measure success in 2024?
SP2.2, Reinforce trust and the value of licensure	A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession	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 *Definitions: <ul style="list-style-type: none"> • Earned media – news coverage in media • Earned media value – the estimated value of news coverage • Sentiment analysis – an analysis of the tone of comments
	B. Engineering graduates and EITs recognize value in licensure	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
	C. Regulators have a valuable national messaging framework and marketing support tools	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
SP3.1, Uphold our commitment to excellence	A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services	A1. Achieve platinum certification as part of external benchmarking
	B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health	B1. Achieve platinum certification as part of external benchmarking
	C. Engineers Canada benefits from sustainment of a high level of performance	C1. Achieve platinum certification as part of external benchmarking

Draft MINUTES OF THE 216th ENGINEERS CANADA BOARD MEETING

September 29, 2022, 8:30am-4:30pm (ET)

Hybrid meeting: Fairmont Chateau Laurier, Ottawa, ON | Zoom

The following Directors were in attendance:	
K. Baig, President (Chair), Québec N. Hill, President-Elect, Ontario D. Chui, Past President, Ontario A. Anderson, Yukon N. Avila, Alberta E. Barber, Saskatchewan A. Baril, Québec M. Belletête, Québec C. Bellini, Ontario V. Benz, Alberta (virtual) C. Cumming, Nova Scotia	A. English, British Columbia S. Jha, Northwest Territories and Nunavut T. Joseph, Alberta D. Nedohin-Macek, Manitoba M. Rose, New Brunswick D. Spracklin-Reid, Newfoundland and Labrador M. Sterling, Ontario N. Turgeon, Québec J. Van der Put, Alberta M. Wrinch, British Columbia
The following Directors sent regrets:	
G. Connolly, Prince Edward Island	A. Arenja, Ontario
The following CEO Group Advisor was in attendance:	
P. Mann, CEO, Engineers Nova Scotia, on behalf of L. Daborn, Chair, CEO Group	
The following Direct Reports to the Board were in attendance:	
M. A. Hodges, Chair, CEQB P. Klink, Chair, CEAB	G. McDonald, CEO E. Spence, General Counsel and Corporate Secretary
The following observers were in attendance:	
N. Colucci, President, PEO L. Daborn, CEO, APEGNB K. Deluzio, Chair, EDC L. Doig, President, APEGA K. King, Executive Director, Engineers Yukon G. Koropatnick, CEO, Engineers Geoscientists MB L. Landrigan, Executive Director & Registrar, Engineers PEI V. McCormick, Executive Director & Registrar, NAPEG	J. Nagendran, Registrar & CEO, APEGA C. Park, President, Engineers and Geoscientists BC M. Paul-Elias, President, Engineers & Geoscientists NB D. Pothier, President, Engineers Nova Scotia M. Sherren, Vice-President, Engineers PEI A. Silk, President, Engineers Geoscientists MB H. Yang, CEO & Registrar, Engineers & Geoscientists BC J. Zuccon, CEO & Registrar, PEO
The following staff were in attendance:	
R. Gauthier, Executive Assistant M. Falle, Manager, Regulator Liaison R. Melsom, Manager, CEQB D. Menard, Director, Finance M. Ouellette, Manager, Strategic and Operational Planning	S. Price, Executive Vice President, Regulatory Affairs J. Southwood, VP, Corporate Affairs & Strategic Partnerships H. Theelen, Director, Strategic Planning & Organizational Excellence M. Warken, Manager, CEAB E. West, Manager, Governance and Board Services

1. Opening
1.1 Call to order and approval of agenda

President K. Baig called the meeting to order at 8:32am ET. Participants were welcomed and the land was acknowledged.

Motion 2022-09-1D
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, as included in the agenda book.

K. Baig shared a diversity moment, focussing on September 30 as the National Day for Truth and Reconciliation and Orange Shirt Day. To better understand the truth and history, she noted more information on the history of colonization and Indigenous resistance can be found in the [Canadian Encyclopedia](#).

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 was pre-circulated. No questions were received.

2. Executive reports

2.1 President's report

A detailed report was pre-circulated. E. Spence was asked to provide an update on the priorities that emerged from the Board's June strategic workshop. It was noted that many of the items had been incorporated into the committee work plans being approved at this meeting.

2.2 CEO update

G. McDonald reported that his weekly email to stakeholders contained all relevant CEO updates, and there was nothing further to add.

No questions were received.

2.3 Legislative Compliance Certificate

G. McDonald introduced and referred to the pre-circulated legislative compliance certificate. He noted that this is a new practice for Engineers Canada and serves as an attestation that the organization is in compliance with all of its legislative requirements. This information will be provided to the Board on an annual basis, each September.

No questions were received.

2.4 Q2 Interim strategic performance report

G. McDonald reported that the second quarter of the 2022-2024 Strategic Plan demonstrates that the majority of the priorities are on track for completion. He brought attention to the following areas:

- Regarding SP1.1, *Investigate and validate the purpose and scope of accreditation*, a delay was noted due to the fact that a new project approach had been developed and the consultation participants expanded, requiring that the timeline be adjusted.
- Regarding SP1.3, *Support the regulation of emerging areas*, a delay was reported due to lack of staff resources in this area, but it was noted that the priority should be back on track shortly.

No questions were received, however the CEO and staff were commended for providing the Directors with the ability to ask questions and learn more about the various strategic priorities in the “Ask Me Anything” session that was held the day prior.

2.5 CEO Group report

P. Mann provided the report, updating the Board on the CEO Group meetings held earlier in the week. The impending retirement of PEO Chief Executive Officer and Registrar, Johnny Zuccon, was acknowledged, and his contributions to the engineering profession were celebrated.

P. Mann reported that a significant focus of the CEO Group discussions related to international student exchanges, and he advised that the group was of the opinion that the Board should take action to direct the CEAB on this issue. Specifically, it was noted that the CEOs would like to obtain a commitment from the CEAB that it would produce the requisite interpretive statement on this matter by December 2022.

An extensive discussion followed, with the following captured:

- A point was made that many of Engineers Canada’s strategic priorities are dependent on national harmonization, and the CEO Group was asked how they are stewarding this initiative. P. Mann responded that the CEOs are trying to work in lockstep to create a seamless transition for engineers who want to practice across the country, but he noted that there are legislative challenges that make the playing field different across the provinces. Smaller Regulators value harmonization because they don’t have resources to tackle the issues on their own. Other Regulators, with more mature plans and processes in place, are willing to collaborate, but diverting them from courses that have already been set is a difficult proposition.
- Regarding international student exchanges:
 - The nature of the exemption endorsed by the CEOs was explained, where it is proposed that undergraduate engineering students who take part in international exchanges would be permitted to have the AUs obtained abroad counted as having been taught by a licensed professor (i.e. counted as “specified AUs”), even when this is not the case. This is a two-year, time-limited exception to specified AU criteria.
 - P. Mann stated the CEOs would like to see restrictions imposed on which years students could go overseas and clarified that the exchanges could not take place in a student’s first or final year of study.
 - P. Klink was asked for the CEAB’s position. She reported that the sticking point isn’t just AUs, but it’s specified AUs. The CEO Group hasn’t provided its position with respect to the role of licensure in engineering education, and the CEAB is awaiting this direction. P. Klink reported that the CEAB believes a two-year exemption would work, and have struck a working group to address the points the CEAB felt were missing (i.e. specific guidance around how to assess the equivalency of courses, and the qualifications of the instructor at the international HEI). She advised that the CEAB does not want to make an interpretive statement that doesn’t work for the EDC, and stated her belief that the CEAB would be in a position to review and approve the required statement in February, 2023.

- K. Deluzio expressed his appreciation to the CEO Group for their endorsement and to the CEAB for its desire to collaborate on this issue.
- In response to a question, it was reported that specified AUs have been required since the 1990s.

During the discussion, S. Price circulated an email to Directors, which contained the materials the CEAB considered at its September meeting on the issue of international student exchanges. It included a briefing note; the CEO Group memo endorsing the EDC proposal, dated July 13, 2022; the EDC proposal; and the CEAB's discussion paper on international exchanges.

The CEO Group's presentation slides were shared on the meeting document webpage.

ACTION: President K. Baig to send a letter to the CEAB Chair underscoring the Board's expectation that the interpretive statement on international student exchanges will be presented for approval at the CEAB's February meeting.

ACTION: P. Klink to give an update on the development of the interpretive statement on international student exchanges at the Engineers Canada Board's December meeting. At that meeting, the Board expects to receive an assurance that the interpretive statement is on track to be reviewed and approved in February.

2.6 Presidents Group report

A. Silk, President, Engineers and Geoscientists Manitoba, provided the Board with the Presidents Group's update from their meeting on September 28, where representation was present from all Regulators. The following discussion was captured:

- Regarding a request to have Engineers Canada provide additional support to administer the Presidents Group meetings, it was noted that the Board directed the organization to *facilitate* the group's meetings but not to *support* them, since the Regulator Presidents sit outside of the Engineers Canada governance structure. A Microsoft Teams site was set up for the Presidents Group members and was intended to assist with continuity and information-sharing. A suggestion was made that the group could nominate an individual, who may be the Past President/Chair of a Regulator, to serve as Presidents Group chair for a one-year period, rather than alternating the chair for each meeting, which might increase knowledge-sharing and meeting efficiency.
- C. Bellini, Chair of the Collaboration Task Force, committed to attend and provide a presentation regarding the work of the Collaboration Task Force at the next meeting of the Presidents Group.

The Presidents Group's presentation slides were shared on the meeting document webpage.

ACTION: Engineers Canada President and CEO to discuss the Presidents Group's request for additional meeting support and bring the issue back to the Board.

3. Consent agenda

3.1 Approval of minutes

- a) THAT the minutes of the May 27, 2022 Board meeting be approved.
- b) THAT the minutes of the June 20, 2022 Board meeting be approved.

3.2 Approval of committee and task force work plans

- a) THAT the Board approve the 2022-2023 Finance, Audit, and Risk Committee work plan.
- b) THAT the Board approve the 2022-2023 Governance Committee work plan.
- c) THAT the Board approve the 2022-2023 Human Resources Committee work plan.
- d) THAT the Board approve the 2022-2024 Strategic Planning Task Force work plan.
- e) THAT the Board approve the 2022-2023 Collaboration Task Force work plan.

3.3 CEAB and CEQB volunteer recruitment and succession plan

- a) THAT the Board approve the 2023-2024 CEAB volunteer recruitment and succession plan.
- b) THAT the Board approve the 2023-2024 CEQB volunteer recruitment and succession plan.

3.4 CEQB Guideline on Workplace Equity for Women

THAT the Board, on recommendation of the CEQB, approve the new Guideline on Workplace Equity for Women.

Motion 2022-09-2D

Moved and seconded

THAT the consent agenda motions (3.1 to 3.4) be approved in one motion.

Carried

4. Board business / required decisions

4.1 Draft budget

D. Nedohin-Macek presented the 2023 draft budget in Finance, Audit and Risk (FAR) Committee chair A. Arenja's absence, noting it was being presented for information and discussion only at this time.

Highlights included:

- Salary increases for staff will be based on a salary band review for employees not at the job rate for their position. Employees already at the job rate band will receive a consumer price index (CPI) increase of 6.9%.
- Overall, the remainder of operating expenses will not increase more than the CPI rate of 6.9%.
- The draft budget consists of \$11.2M in total revenue; total operating expenses of \$12.3M; total project spend of \$4.3M; and total capital spend of \$68K.
- These will result in a projected deficit of \$5.3M, and an unrestricted reserve balance of \$7.9M (\$10.5M including the PEO portion of the TD affinity program).
- The FAR Committee recommends that the 2025 Per Capita Assessment Fee (PCAF) be maintained at \$8 per Registrant, which will result in a projected unrestricted reserve balance of \$5.1M at the end of 2025.

The following discussion was captured:

- It was noted that the documentation was very clear and easy to understand.
- In response to a question about whether the "contingency reserve" is set up to cover cash flows to wind down operations over a three-month period, should that be required, G. McDonald advised that Engineers Canada does not have a fund for this specific purpose, but that there are unrestricted reserves that would ensure sufficient cash flow to keep the operations going. D. Menard further clarified that the organization has restricted reserves, a contingency reserve (with

\$2.5M, which would cover three months' cash flow), and that these funds are in addition to the unrestricted reserves.

- There was a discussion on PEO's position on affinity revenues. G. McDonald provided historical background and N. Hill noted that recent PEO Council discussions were progressing. A remark was made that Engineers Canada's cautious approach to budgeting, which includes assuming PEO's sponsorship money will not be paid to Engineers Canada, is wise and should continue.
- A question was raised regarding the CPI index and its impact on the salary envelope for staff in the coming year and what actions would be considered should the CPI be lower or in a negative state for the 2024 budget year. It was clarified that if the CPI goes negative, salaries would not be clawed back but rather would be smoothed out over the next number of years. The CPI is taken at the same point in time each year (April), so that there is a consistent 12- month period being measured year-over-year.

4.2 Extending the length of the next strategic plan

N. Hill presented the rationale for extending the length of the next strategic plan from a three (3) year plan to a five (5) year plan. She explained that starting the development of a new strategic plan while one is just being implemented restricts the development of priorities to be informed with lessons learned and knowing whether the work was successful or not. She also noted that several Regulators with strategic plans have plans that take place over a longer period than three (3) years.

There were no questions or discussion on the motion.

Motion 2022-09-3D

Moved and seconded

THAT the Board, on recommendation of the Strategic Planning Task Force, extend the length of the next strategic plan, from a three (3) year plan to a (5) year plan

Carried

4.3 Board Policy updates

A. English provided an overview of the Governance Committee's recommendations. She noted that changes to Board policy 6.4, *FAR Committee Terms of Reference* were made to include reference to the new budget assumptions approval process, which the Board approved in May, and also highlighted the change in timing for the presentation of the Corporate Risk Profile, from the April meeting to the June Board workshop, and the rationale for the change.

The Board was advised that Board policy 7.13, *Vaccination for In-Person Meetings* was being reviewed by the Governance Committee at each of its meetings to ensure consistency with current public health guidelines, and that no changes were being proposed at this meeting.

Motion 2022-09-4D

THAT the Board, on recommendation of the Governance Committee, approve revisions to the following Board policies:

i. 7.7, Investments

ii 6.4, FAR Committee terms of reference

Carried with two-thirds majority

5. Reports

Board committees provided updates, with supporting slide presentations made available on the Engineers Canada website and within the Directors' meeting packages in OnBoard.

5.1 CEAB

P. Klink provided an update on behalf of the CEAB and presented the proposed 2023 work plan that would be considered for approval in December. The following discussion was captured:

- The CEAB was thanked for all of its hard work, and the critical role that they play at Engineers Canada was acknowledged.
- In response to a question asking about the difference between the work of the Accountability in Accreditation Committee (the "AinA Committee") and the work that is currently being done under SP1.1, *Investigate and validate the purpose and scope of accreditation*, S. Price explained that the AinA work focusses on operational effectiveness and involves an annual program evaluation, while SP1.1 involves a review of the entire accreditation system. The AinA Committee was struck as part of a priority under the previous strategic plan, to annually assess the accreditation program. The value of the AinA project is that it gives data and evidence about whether the CEAB is achieving what it seeks to achieve in the eyes of the major stakeholders of accreditation. Surveys are sent out, not only to the Regulators, but to all of the programs that have received visits, to allow the CEAB to identify the pain points that need to be addressed. The AinA Committee provides inputs to organizational improvement and quality management and operates on an ongoing basis. Under the current SP1.1, the Board asked Engineers Canada to fundamentally review whether what is being done in accreditation is actually right. It involves a high-level review and an investigation of the overall system.
- Regarding the issue of international student exchanges:
 - It was noted that the request is to implement a two-year exemption to specified AU requirements, which is straight-forward and would not seem to necessitate an in-depth review. It was suggested that the CEAB should be focused on a short-term, quick answer, with a more fulsome review to come later.
 - P. Mann clarified that the CEOs recognize that the value and purpose of licensure is a big issue and needs to be resolved in the long-term, through SP1.1. He noted, however, that in the short-term, the CEOs accept the risk of specified AUs being taught by non-Canadian engineers over the two-year exemption period.
 - In response to a question regarding what the CEAB would need (from the Board or staff) to expedite the international student exchange exemption so that it gets implemented before February, P. Klink stated that it would take time, since the CEAB is comprised of a group of volunteers. G. McDonald confirmed that staff would provide whatever support is necessary to assist the CEAB in moving this initiative forward.
 - The CEAB has the authority to make a decision, without Board direction, on the exemption in question. It involves preparing an interpretive statement.
 - It was clarified that the stated timeline of February, which P. Klink provided as the earliest the CEAB could finalize its work on this issue, is to coincide with the CEAB's February meeting, which is when the CEAB would approve the proposed interpretive statement.

5.2 CEQB

M.A. Hodges provided an update on behalf of the CEQB and presented the proposed 2023 work plan that would be considered for approval in December.

The CEQB and staff were commended for their work on the Guideline on Workplace Equity for Women, and it was noted that much of the feedback that was received on the Guideline seemed to have been incorporated, with the final product “hitting the mark.” R. Melsom, Manager, Qualifications and Secretary, CEQB, advised that the communications strategy to share and amplify the Guideline is expected to be developed by the end of October, with rollout anticipated in November, 2022.

5.3 FAR Committee

D. Nedohin-Macek provided the update on behalf of the FAR Committee. No questions were received.

5.4 Governance Committee

A. English provided the update on behalf of the Governance Committee. No questions were received.

5.5 Human Resources (HR) Committee

M. Wrinch provided the update on behalf of the HR Committee. No questions were received.

5.6 Strategic Planning Task Force (SPTF)

N. Hill provided the update on behalf of the SPTF. No questions were received.

5.7 Collaboration Task Force (CTF)

C. Bellini provided an update on CTF activities. A general question was asked about what can be done to streamline and coordinate the many consultations that are underway (e.g. for the development of the next strategic plan, the consultations under the accreditation strategic priority, and the collaboration and harmonization project). In respect of the CTF’s consultation, it was noted that the task force’s approach is to develop a compelling narrative for why the Regulators should engage, instead of it being forced on them. It is believed that the Regulators are motivated to participate.

5.8 Board’s 30 by 30 Champion

T. Joseph provided the update. PEGNL was celebrated as having been the first jurisdiction to achieve 30 per cent of newly licensed engineers who are female-identifying, in 2021. The following discussion was captured:

- The Board was reminded that the CEQB has developed a practical new Guideline which provides a bottom-up view of this topic. It was suggested that the 30 by 30 network should promote it and use it freely.
- A comment was made that more creativity in the licensing system may be required to recognize non-CEAB applicants.
- Updates about the University of Toronto Troost ILead work have been provided through the 30 by 30 monthly newsletter. Engineers Canada staff are identifying ways for Board members to sign up and receive this newsletter.

5.9 Annual advocacy report

G. McDonald provided the annual advocacy report. No questions were received.

6. Next meetings

The next Board meetings are scheduled as follows:

- December 12, 2022 (virtual)
- February 23, 2023 (Ottawa, ON)
- April 5, 2023 (virtual)
- May 26, 2023 (Halifax, NS)
- June 19, 2023 (TBC)

A request was made that future fall Board meetings be scheduled further from the September 30th Truth and Reconciliation Day so that Board members can participate in events in their home jurisdictions.

7. In-camera sessions

7.1 Board Directors and staff

Motion 2022-09-5D

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, and the Executive Vice President, Regulatory Affairs.

Carried

7.2 Board Directors only

Motion 2022-09-6D

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 4:13pm ET.

Minutes prepared by E. Spence, General Counsel and Corporate Secretary for:

Kathy Baig, P.Eng., President

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) 2023 work plan		3.2(a)
Purpose:	To approve the 2023 CEAB work plan	
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs Core purpose 7: International mobility	
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 CEAB work plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation, and Secretary, CEAB	
Presented by:	Paula Klink, Chair, CEAB	

Problem/issue definition

- As mandated by Engineers Canada's core purposes, the Canadian Engineering Accreditation Board (CEAB) accredits undergraduate engineering programs and is accountable for parts of the work to manage risks and opportunities associated with mobility of work and practitioners internationally.

Proposed action/recommendation

- That the work plan be approved.

Other options considered

- No other options were considered, and the work plan reflects the strategic and operational needs of the CEAB.

Risks

- Without having reviewed and approved the work plan, the Engineers Canada Board is unable to monitor the work of the CEAB, one of its three (3) Direct Reports, resulting in diminished Regulator confidence.
- If the work plan is not approved, there is a risk that accreditation visits are not completed and that stakeholders become frustrated that the CEAB is not fulfilling their mandate. Also, there is a risk that CEAB volunteers might become disengaged, which could negatively affect the timeliness and quality of CEAB work.

Financial implications

- All work plan items are considered in the 2023 proposed budget.

Benefits

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

Consultation

- The CEAB discussed the work plan at their September 17, 2022 meeting, where a proposal to defer CEAB policy work while the Strategic Priority to *Investigate and Validate the Scope and Purpose of Accreditation* is underway was supported. Work focusing on improving documentation and quality within CEAB operations will continue, with a focus on training in 2023.

- The draft work plan was presented to the Engineers Canada Board at their September 29, 2022 meeting. The final work plan, as presented, reflects the CEAB's commitment to resolve accreditation barriers to students going on international exchange at its February 3-4, 2023 meeting. This prioritized work reflects the CEO and Presidents Groups' support of the direction.

Next steps

- CEAB to execute the work plan.

Appendix

- **Appendix 1:** 2023 CEAB work plan

CEAB work plan 2023

Item		
Accreditation decisions*	Visit date	Decision date (2023)
Laurentian University	September 20-22, 2022	February
Simon Fraser University	September 25-27, 2022	February
Carleton University	October 15-18, 2022	June
Dalhousie University	October 27-November 2, 2022	June
Lakehead University	October 30-November 1, 2022	June
University of New Brunswick	October 30-November 1, 2022	June
Université du Québec à Chicoutimi	November 6 – 8, 2022	June
University Waterloo	November 6 – 8, 2022	June
British Columbia Institute of Technology	November 6 – 8, 2022	June
Western University	November 6 – 8, 2022	June
Université du Québec en Abitibi-Témiscamingue	November 13-15, 2022	June
University of Regina	November 13-15, 2022	June
University of British Columbia/University of Northern British Columbia	November 13-15, 2022	June
Université Laval	November 20-22, 2022	June
University of Calgary	November 20-22, 2022	June
University of Alberta	November 20-22, 2022	June
University of Victoria	February 12-14, 2023	June
York University	February 12-14, 2023	June
University of British Columbia	February 12-14, 2023	June
Sheridan College	February 12-14, 2023	June
University of Northern British Columbia	February 27-March 1, 2023	June
University of Ontario Institute of Technology	March 12- 14, 2023	June
Université du Québec à Rimouski	March 19- 21, 2023	June
Conestoga College	June 21-23, 2023	September
Algonquin College	July 4-7, 2023	September
International monitoring	Participant(s)	Date
ABET Symposium	TBD	April 20-21
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June 11-16 Taichung, Taiwan (Chinese Taipei)
Criteria and procedures	Responsible	Due date
Implement any changes to criteria, policies, or procedures resulting from recent CEAB working groups and task forces (but not limited to): <ul style="list-style-type: none"> • New definition of engineering design • Proposed amendment to Appendix 3 Interpretive statement on licensure expectations and requirements, clauses 8 and 9 • Required visit materials • Revised Policies and Procedures Terms of Reference 	CEAB members	December

Criteria and procedures	Responsible	Due date
Issue a final CEAB Working Group on 30 by 30 consultation report with revised recommendations based on stakeholder feedback (including Engineering Deans Canada's feedback).	Working Group Policies and Procedures Committee CEAB	September
Study the <i>Interpretive statement on curriculum content for options and dual discipline programs</i> ; identify gaps	Policies and Procedures Committee	December
Issue a wrap-up report on alternative curriculum content measurement	Policies and Procedures Committee	September
Resolve accreditation barriers to students going on international exchange	Working Group Policies and Procedures Committee CEAB	February
Approve outputs from the Working Group on Training Documentation and Resources: CEAB and Visiting Team processes: <ul style="list-style-type: none"> Revised role descriptions (CEAB Chair/Vice Chair/Past-Chair/Director Appointee; Visiting Team Chair/Vice Chair/Program Visitors/Observers; Lead Reviewer/Presenter/Editor/Evaluator) Revised matrix for decision making, including definitions for Concern/Weakness/Deficiency/Resolved (or equivalent) Training module for visitors 	Working Group on Training Documentation and Resources Policies and Procedures Committee CEAB	February June
Accountability in Accreditation (AinA) <ul style="list-style-type: none"> Study and prioritize the findings from the 2022 report Collect data for the 2023 report 	AinA Committee Policies and Procedures Committee CEAB	Ongoing
Conduct a gap analysis and develop a roadmap for compliance with the International Engineering Alliance's revised Graduate Attributes and Professional Competencies Framework	Policies and Procedures Committee CEAB	December
Study trends in Graduate Attribute and Continual Improvement compliance and findings to identify where the CEAB should intervene on training and development	CEAB	December
Revise and consult on proposed changes to the General Visitor report template based on stakeholder input	Policies and Procedures Committee	September
Monitor and support the implementation of Tandem for accreditation (Engineers Canada's new web-based data management system) where required.	Policies and Procedures Committee CEAB members	Ongoing
2022-2024 Strategic plan	Responsible	Due date
Monitor and contribute when/how requested	CEAB members	Ongoing

BRIEFING NOTE: For decision

Canadian Engineering Qualifications Board (CEQB) 2023 work plan		3.2(b)
Purpose:	To approve the 2023 CEQB work plan	
Link to the Strategic Plan/Purposes:	Core purpose 3: Providing services and tools	
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 CEQB work plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications, and Secretary, CEQB	
Presented by:	Margaret Anne Hodges, Chair, CEQB	

Problem/issue definition

- As mandated by Engineers Canada's core purposes, the Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.

Proposed action/recommendation

- That the work plan be approved.

Other options considered

- No other options were considered, as the work plan reflects feedback received directly from the Regulators.

Risks

- Without having reviewed and approved the work plan, the Engineers Canada Board is unable to monitor the work of the CEQB, one of its three (3) Direct Reports, resulting in diminished Regulator confidence.
- If the work plan is not approved, there is a risk that:
 - Regulators will be frustrated that Engineers Canada does not follow Regulators' guidance, which could negatively affect their responsiveness when providing consultation feedback and their use of CEQB products.
 - CEQB volunteers who have contributed to its development may also become disengaged, which could negatively impact the timeliness and quality of products.

Financial implications

- All work plan items are considered in the 2023 proposed budget.

Benefits

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

Consultation

- All received feedback and responses are available in Appendix 1.
- The draft work plan was presented to the Engineers Canada Board at their September 29, 2022 meeting. The proposed 2023 CEQB Work plan has not substantively changed since its original presentation in September. However, several of the timelines for completion of syllabi reviews have been updated.

Next steps

- CEQB to execute the work plan.

Appendices

- **Appendix 1:** Feedback received on the 2023 work plan from officials groups and CEO Group
- **Appendix 2:** 2023 CEQB work plan

Feedback Received and Responses from QB on its 2023 Priorities

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
<p>New Public Guideline on Assessment and Performance of Engineering Teams</p>	<p>NAOG doesn't feel the topic of this guideline falls within their scope and therefore, defers feedback on this item to other Officials groups.</p>	<p>No comment was provided.</p>	<p>NDEOG can see a potential linkage of the assessment and performance of engineering teams with the overall safeguarding of public, but generally doesn't feel the topic of this guideline falls within their scope and therefore, defers feedback on this item to other Officials groups.</p>	<p>Will not be added to the 2023 work plan.</p>	<p>No comment was provided.</p>	<p>Will not be added to the 2023 work plan.</p>
<p>New Engineers Canada Paper on the regulation of emerging disciplines</p>	<p>NAOG believes that this paper should be made a priority by the Qualifications Board. Admissions officials are responsible for the certification and qualification of those in emerging engineering fields and in order for engineering regulation to stay relevant, this is a topic where further guidance and research is needed.</p> <p>If this paper is advanced, NAOG cautioned that it needs to reference fields that have technically already emerged but regulators do not have a firm grasp or control of (i.e., software engineering). They also noted that a general paper with guiding principles on how to best regulate new and emerging fields on an ongoing basis would be more helpful than focusing on any specific disciplines.</p>	<p>NPOG saw benefit in the QB advancing with a paper on general guiding principles on how to best regulate new and emerging fields.</p> <p>NPOG mentioned that they'd appreciate if the paper also provided guidance for not just emerging disciplines but emerging areas of practice from existing P.Eng's who are practicing outside of the traditional areas that they were trained on.</p>	<p>NDEOG members had slightly differing views regarding the usefulness of this paper but in general, saw benefit in the QB advancing with a paper on general guiding principles on how to best regulate new and emerging fields given the increasing frequency of individuals in new or emerging fields practicing engineering without a license. NDEOG cautioned that they believe this would be a work product that would benefit by having regulator input at all stages of development to ensure it's the most helpful and productive in scope.</p> <p>Some NDEOG members noted that individual white papers specifically targeting new engineering fields (i.e., nanotech, coastal) and defining the boundary of what's engineering and what's not in those fields would be more helpful but understands that this type of work may lend itself better to the regulatory research portfolio at Engineers Canada.</p>	<p>CEQB will prioritize this for the work plan, based on Board approval and resource availability.</p>	<p>Proceed as recommended.</p>	<p>Added to 2023 CEQB work plan.</p>

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
2008 Step-by-step guide for the preparation and implementation of an individual continuing professional development plan	No comment was provided.	NPOG feels as though this guideline is no longer required as there's not enough consistency across the country on PD programs to be of use.	No comment was provided.	Archive this guideline.	No comment was provided.	Archive this guideline.
2012 Public guideline on the practice of engineering in Canada	No comment was provided.	No comment was provided.	No comment was provided.	Will not be added to the 2023 work plan	No comment was provided.	Will not be added to the 2023 work plan
2013 Public guideline on the professional practice examination	No comment was provided.	No comment was provided.	No comment was provided.	Will not be added to the 2023 work plan	No comment was provided.	Will not be added to the 2023 work plan
2014 Regulators guideline: Principles for character investigations	NAOG would request that this guideline be prioritized. It was noted that it's likely a good time to review this guideline in light of the ongoing review of the 2013 Guideline on Good Character to see if there's a relation or if it's worth linking or integrating these guidelines together.	No comment was provided.	NDEOG would request that this guideline be prioritized. It was noted that it's likely a good time to review this guideline in light of the ongoing review of the 2013 Guideline on Good Character. NDEOG also believe this guideline could prove to be beneficial as it would lead to better proactive efforts to help reduce disciplinary issues with registrants down the line.	CEQB will prioritize this for the work plan, based on Board approval and resource availability.	Proceed as recommended.	Added to 2023 CEQB work plan.
2016 Public guideline on assuming responsibility for the work of engineers-in-training	NAOG would request that this guideline be prioritized. It was noted that this guideline may have some synergy for the previously noted Engineers Canada paper on the regulation of emerging disciplines as a common complication with emerging disciplines/entrepreneurial work is not having a P.Eng able to assume responsibility of an EIT or entrepreneur working in an emerging field.	It was noted that this guideline may have some synergy for the previously noted Engineers Canada paper on the regulation of emerging disciplines as a common complication with emerging disciplines/entrepreneurial work is not having P.Eng's available to assume responsibility of an EIT or entrepreneur working in an emerging field.	NDEOG would request that this guideline be prioritized. It was noted that this guideline may have some synergy for the previously noted Engineers Canada paper on the regulation of emerging disciplines as a common complication with emerging disciplines/entrepreneurial work is not having P.Eng's available to assume responsibility of an EIT or entrepreneur working in an emerging field.	CEQB will prioritize this for the work plan, based on Board approval and resource availability.	Proceed as recommended.	Added to 2023 CEQB work plan.
2016 Public guideline on sustainable development and environmental stewardship for professional engineers	No comment was provided.	No comment was provided.	No comment was provided.	Will not be added to the 2023 work plan	No comment was provided.	Will not be added to the 2023 work plan
2017 Public guideline on admission to the practice of engineering in Canada	No comment was provided.	No comment was provided.	No comment was provided.	Will not be added to the 2023 work plan	No comment was provided.	Will not be added to the 2023 work plan

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
2007 Building engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi as per the group's standard timeline. In particular, NAOG believes this syllabus should be prioritized first as non-CEAB applicants from these fields are among the most common.	NPOG defers feedback on the syllabi review over to the National Admissions Officials Group.	NDEOG defers feedback on the syllabi review over to the National Admissions Officials Group.	CEQB will prioritize this for the work plan, based on Board approval and resource availability.	CEOs had some questions concerning why certain syllabi were selected for review, but were supportive of the review approach. Proceed as recommended.	Added to 2023 CEQB work plan.
2016 Naval Architectural engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi as per the group's standard timeline.	NPOG defers feedback on the syllabi review over to the National Admissions Officials Group.	NDEOG defers feedback on the syllabi review over to the National Admissions Officials Group.	CEQB will defer this item to a future cycle based on lower interest level and resource availability.	No comment was provided.	Will not be added to the 2023 work plan
2017 Computer engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi as per the group's standard timeline.	NPOG defers feedback on the syllabi review over to the National Admissions Officials Group.	NDEOG defers feedback on the syllabi review over to the National Admissions Officials Group.	CEQB will defer this item to a future cycle based on lower interest level and resource availability.	No comment was provided.	Will not be added to the 2023 work plan
2017 Industrial engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi as per the group's standard timeline. In particular, NAOG believes this syllabus should be prioritized first as non-CEAB applicants from these fields are among the most common.	NPOG defers feedback on the syllabi review over to the National Admissions Officials Group.	NDEOG defers feedback on the syllabi review over to the National Admissions Officials Group.	CEQB will prioritize this for the work plan, based on Board approval and resource availability.	CEOs had some questions concerning why certain syllabi were selected for review, but were supportive of the review approach. Proceed as recommended.	Added to 2023 CEQB work plan.
2017 Engineering physics syllabus	NAOG is in support of the QB reviewing all the listed syllabi as per the group's standard timeline.	NPOG defers feedback on the syllabi review over to the National Admissions Officials Group.	NDEOG defers feedback on the syllabi review over to the National Admissions Officials Group.	CEQB will defer this item to a future cycle based on lower interest level and resource availability.	No comment was provided.	Will not be added to the 2023 work plan
2017 Petroleum engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi as per the group's standard timeline. In particular, NAOG believes this syllabus should be prioritized first as non-CEAB applicants from these fields are among the most common.	NPOG defers feedback on the syllabi review over to the National Admissions Officials Group.	NDEOG defers feedback on the syllabi review over to the National Admissions Officials Group.	CEQB will prioritize this for the work plan, based on Board approval and resource availability.	CEOs had some questions concerning why certain syllabi were selected for review, but were supportive of the review approach. Proceed as recommended.	Added to 2023 CEQB work plan.

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
<p>General suggestion(s) / comment(s)</p>	<p>The National Admissions Officials Group (NAOG), National Practice Officials Group (NPOG), and the National Discipline and Enforcement Officials Group (NDEOG) would like to thank the Canadian Engineering Qualifications Board (CEQB) for the opportunity to provide feedback on the proposed 2023 work plan priorities. We are happy to contribute to the work of the QB as it supports and compliments our own work on admissions, practice, and discipline and enforcement issues.</p>			<p>The CEQB looks forward to continued collaboration with the officials on its work.</p>	<p>CEOs had several questions about the resourcing of the CEQBs substantial workload, but after discussion were satisfied that the work plan is achievable and were supportive of the CEQB's efforts.</p>	

CEQB work plan 2023

As mandated by the purposes of Engineers Canada, the Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada. The purpose of this document is to highlight current 2022 priorities that will be carried forward in 2023 and propose 2023 priorities based on received feedback from officials' groups, including the CEOG.

A. Priorities carried forward from 2022

Item	Requested by	Date of request	Anticipated completion
Reviewing the 2016 Engineers Canada paper on software engineering	NDEOG	2020	February 2023
Creating a new public guideline for engineers and engineering firms on the topic of Indigenous consultation and engagement	Engineers Canada Board	2019	February 2023
Creating a feasibility study on Alternative Methods of Academic Assessment for Non-CEAB Applicants	Engineers Canada Board (expanded by NAOG)	2020	February 2023
Creating a new public guideline on duty to report/wrongdoing	NDEOG	2021	May 2024
Creating a new public guideline on fitness to practice	NPOG &NDEOG	2021	October 2024
Review of the 2013 public Guideline on good character	NAOG & NPOG	2021	February 2023
Review of the 2016 public Guideline on the code of ethics	NPOG	2021	October 2023
Review of the 2014 public Guideline on conflict of interest	NPOG	2021	October 2023

B. Additional 2023 priorities based on consultation results

Item	Requested by	Date of request	Anticipated completion
Creating a new Engineers Canada paper on the regulation of emerging disciplines	NDEOG & NPOG	2022	October 2025
Review of the 2014 Regulators guideline on principles for character investigations	NDEOG	2022	May 2024
Review 2016 Public guideline on assuming responsibility for the work of engineers-in-training	NPOG	2022	May 2024

C. Ongoing review of examinations syllabi and associated textbooks

Item	Anticipated completion
2016 Mechanical engineering syllabus	January 2023
2016 Chemical Engineering	April 2023
2011 Complementary Studies	April 2023
2016 Electrical Engineering	April 2023
2016 Mechatronics Engineering	April 2023

D. New review of examinations syllabi and associated textbooks

Item	Anticipated completion
2007 Building engineering	January 2024
2017 Industrial engineering	January 2024
2017 Petroleum engineering	January 2024

BRIEFING NOTE: For decision

Board Consultation plan		3.3
Purpose:	To approve the 2023 Board Consultation plan and receive information about upcoming operational Consultations	
Link to the Strategic Plan/Purposes:	Board responsibility: Sustain a process to engage with Regulators through regular communication that facilitates input, evaluation, and feedback	
Link to Corporate Risk Profile:	Diminished national collaboration (Board risk)	
Motion(s) to consider:	<i>THAT the Board approve the 2023 Board Consultation plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Nancy Hill, President-Elect and Director, Ontario	

Problem/issue definition

- As per Board policy 7.11, *Consultation*, the Board must ensure that Regulators are consulted on any new or significantly revised programs, products, or services of Engineers Canada.
- The President-Elect reviews the Consultation plan (in December) and the annual Consultation report (in May) before they are shared with the Board for approval.
- Board Consultations relate to strategic planning and execution, as well as CEAB and CEQB Consultations. They are provided in Appendix 1 for approval.
- Operational Consultations are led by the CEO and provided for information in Appendix 2.
- The intent of the Consultation plan is to inform Regulators on planned Consultations for 2023 to optimize their participation in Engineers Canada's work.

Other options considered

- No other options were considered given that sharing Consultation plans is a best practice to demonstrate transparency and accountability.

Risks

- While Consultations in general help mitigate the *Diminished National Collaboration* risk, each Consultation also supports the mitigation of individual risks associated with their areas of work.

Financial implications

- None, Consultations are already included in the 2023 budget.

Benefits

- Regulators have a predictable and transparent consultation schedule that will help them assign resources ahead of time, therefore optimizing their participation in the development of new or revision of national programs, products, services and/or improvements.

Consultation

- Planned Board Consultations result from the Strategic Plan, as well as the CEAB and CEQB work plans, all of which were extensively consulted on. All planned 2023 Consultations have been shared with the CEO Group.

Next steps (if motion approved)

- 2023 Consultation plan (Board and operational) will be sent to all Regulators and posted on the Engineers Canada website.

Appendices

Appendix 1: 2023 Board Consultation plan (for approval)

Appendix 2: 2023 Operational Consultation plan (for information)

BOARD CONSULTATIONS

Area of work	Consultation title	Purpose of the new/revised program/product/service	Who directed the work	Who will be consulted	Type of consu	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Strategic priority 1.1 Investigate and validate the purpose and scope of accreditation	Viable models for accreditation	Discuss accreditation model options	Engineers Canada Board	Individual regulators at their offices	In-person										1		
Strategic priority 1.2 Strengthen collaboration and harmonization	Potential collaboration areas	Define Engineers Canada’s mandate for regulatory harmonization and to identify areas for future collaboration and/or harmonization	Engineers Canada Board	Individual regulators at their offices	In-person			1									
Strategic priority 1.2 Strengthen collaboration and harmonization	Strengthen Collaboration and Harmonization	Engage with regulators to develop a more clear understanding of the opportunities and challenges inherent to harmonization so that an effective way forward can be chartered	Engineers Canada Board	Individual regulators at their offices	In-person			2									
Strategic priority 1.3 Support regulation of emerging areas	Energy engineering (General direction)	Inform regulatory decision making in respect of the practice of energy engineering.	CEOG	NAOG, NPOG, NDEOG and CEOG	Hybrid	1											
Strategic priority 1.3 Support regulation of emerging areas	Energy engineering (Draft paper)	Inform regulatory decision making in respect of the practice of energy engineering.	CEOG	NAOG, NPOG, NDEOG and CEOG	Hybrid			1									
Strategic priority 2.1 Accelerate 30 by 30	National Research Strategy	Provide regulators with tools to support the evaluation of their progress and support prioritization of efforts to increase female-identifying newly-licensed engineers to 30% by 2030	Engineers Canada Board	Regulators	Virtual					1							
Strategic priority 2.1 Accelerate 30 by 30	Employer Engagement Strategy	Increase female-identifying newly-licensed engineers to 30% by 2030 with a specific focus on engineering firms/employers	Engineers Canada Board	Regulators	Virtual			1									
Strategic planning	Foresight exercise	Build national consensus on future Engineers Canada strategic priorities	Engineers Canada Board	CEOG, Engineers Canada Board, presidents and CEAB and CEQB chairs	Hybrid		1										
Strategic planning	Draft strategic priorities	Build national consensus on future Engineers Canada strategic priorities	Engineers Canada Board	CEOG can invite who they wish	TBD									1	1	1	
CEAB	Work plan	Communicate upcoming visits and policy changes	Engineers Canada Board, CEAB, and recurring accreditation cycles	NAOG, CEOG and Engineers Canada Board	Hybrid										1		
CEQB	New Regulator guideline on duty to report / wrongdoing (General direction)	Provide regulators with guidance on the duty to report/wrongdoing that they can use in their jurisdictions.	NPOG, NDEOG and CEOG	NPOG, NDEOG, CEOG and Engineers Canada Board	Hybrid					1							
CEQB	New Regulator guideline on duty to report / wrongdoing (Draft guideline)	Provide regulators with guidance on the duty to report/wrongdoing that they can use in their jurisdictions.	NPOG, NDEOG and CEOG	NPOG, NDEOG, CEOG and Engineers Canada Board	Hybrid											1	
CEQB	New Regulator guideline on fitness to practice (General direction)	Provide regulators with guidance on fitness to practice that they can use in their jurisdictions.	NPOG, NDEOG and CEOG	NPOG, NDEOG, CEOG and Engineers Canada Board	Hybrid												1
CEQB	New Regulator guideline on fitness to practice (Draft guideline)	Provide regulators with guidance on fitness that they can use for their licensees	NPOG, NDEOG and CEOG	NPOG, NDEOG, CEOG and Engineers Canada Board	Hybrid												
CEQB	New Engineers Canada paper on emerging discipline	Provide regulators with guidance on emerging disciplines that they can use for their licensees	NAOG, NPOG and NDEOG	NAOG, NPOG, NDEOG, CEOG and Engineers Canada Board	Hybrid									1			
CEQB	Revised Public guideline on conflict of interest	Update guideline so that regulators have up-to-date guidance on conflict of interest	NAOG, NPOG and NDEOG	NAOG, NPOG, NDEOG, CEOG and Engineers Canada Board	Hybrid			1									
CEQB	Revised Public guideline on code of ethics	Update guideline so that regulators have up-to-date guidance on ethics	NPOG	NAOG, NPOG, NDEOG, CEOG and Engineers Canada Board	Hybrid			1									
CEQB	Revised Regulators guideline on principles for character investigations	Update guideline so that regulators have recent information that supports their character investigations	NAOG and NDEOG	NAOG, NPOG, NDEOG, CEOG and Engineers Canada Board	Hybrid											1	
CEQB	Revised 2007 Building engineering syllabus	Update syllabus so that regulators have recent information to assign examinations	NAOG	NAOG, CEOG and Engineers Canada Board	Hybrid									1			
CEQB	Revised Industrial engineering syllabus	Update syllabus so that regulators have recent information to assign examinations	NAOG	NAOG, CEOG and Engineers Canada Board	Hybrid									1			
CEQB	Revised Petroleum engineering syllabus	Update syllabus so that regulators have recent information to assign examinations	NAOG	NAOG, CEOG and Engineers Canada Board	Hybrid									1			
CEQB	Work plan	Agree on 2024 QB priorities	Engineers Canada Board	NAOG, NPOG, NDEOG, CEOG and Engineers Canada Board	Hybrid					1							

**OPERATIONAL
CONSULTATIONS**

Area of work	Consultation title	Purpose of the new/revised program/product/service	Who directed the work	Who will be consulted	Type of consu	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Regulatory research	Multidisciplinary engineering (General direction)	Inform regulatory decision making with respect to the need for more multi/interdisciplinary skillsets from engineers as practice becomes increasingly complex.	CEOG	NAOG, NPOG, NDEOG and CEOG	Hybrid	1											
Regulatory research	Multidisciplinary engineering (Draft paper)	Inform regulatory decision making with respect to the need for more multi/interdisciplinary skillsets from engineers as practice becomes increasingly complex.	CEOG	NAOG, NPOG, NDEOG and CEOG	Hybrid							1					
Regulatory research	Regulatory research work plan	Inform the selection of 2023-2024 research priorities	Engineers Canada Board	NAOG, NPOG, NDEOG and CEOG	Hybrid											1	
Public policy	New national position statement on the Role of Engineers in Getting Canada to Net-Zero Emissions	Engage and educate parliamentarians and senior federal officials within the federal government to gain their confidence and develop their awareness of issues important to the regulators and engineering profession	Engineers Canada Board	CEOG and Engineers Canada Board	Email			1									
Public policy	New national position statement on Professional Practice in Biomedical Engineering	Engage and educate parliamentarians and senior federal officials within the federal government to gain their confidence and develop their awareness of issues important to the regulators and engineering profession	Engineers Canada Board	CEOG and Engineers Canada Board	Email			1									
Outreach	EIT/MIT Program	To support path to licensure and increase in number of engineering graduates pursuing a license	Engineers Canada Board	Regulators	Virtual		1										
Diversity, Equity and Inclusion	Indigenous Access to Engineering	Update 2019-2021 sub-strategy	Indigenous Advisory Committee	Regulators	Virtual											1	

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) leadership		3.4
Purpose:	To appoint the Vice-Chair, Chair, and Past Chair of the CEAB for the period July 1, 2023 to June 30, 2024	
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<p><i>THAT the Board approve the appointment of the CEAB leadership for the period July 1, 2023 to June 30, 2024:</i></p> <p><i>a) Jeff Pieper as Vice-Chair;</i></p> <p><i>b) Pemberton Cyrus as Chair; and,</i></p> <p><i>c) Paula Klink as Past Chair.</i></p>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation, and Secretary, CEAB	
Presented by:	Darlene Spracklin-Reid, Senior Director Appointee, CEAB	

Problem/issue definition

- As per Board Policy 6.9, *Canadian Engineering Accreditation Board (CEAB)*, subsection 6.9.4(2) “Following completion of their terms, the Vice-Chair becomes the Chair and the Chair becomes Past Chair, subject to the approval of the Engineers Canada Board.”
- Regulator support was previously received from PEO for Paula Klink’s nomination, and from Engineers Nova Scotia for Pemberton Cyrus’ nomination. APEGA’s support for Jeff Pieper was received by email prior to his election in September 2022.

Proposed action/recommendation

- That the Board approve the nominations and appoint all members for the noted terms.

Other options considered

- None.

Risks

- Given that all nominees have received their Regulator’s support, there is no risk with proceeding with the appointments.

Financial implications

- There are no financial implications associated with the appointments.

Benefits

- The CEAB will benefit from having a sustained high level of knowledge and experience in their leadership, who have the support of their members.

Consultation

- Regulator support was received for all three (3) nominees.

Next steps (if motion approved)

- The chair of the Nominating Committee, senior Director appointee Darlene Spracklin-Reid, will advise the individuals of their appointments.

Appendix

- None.

BRIEFING NOTE: For decision

Canadian Engineering Qualifications Board (CEQB) leadership		3.5
Purpose:	To appoint the Vice-Chair, Chair, and Past Chair of the CEQB for the period July 1, 2023 to June 30, 2024	
Link to the Strategic Plan/Purposes:	Core purpose 3: Providing services and tools	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<p><i>THAT the Board approve the appointment of the Qualifications Board leadership for the period July 1, 2023 to June 30, 2024:</i></p> <p><i>a) Sam Inchasi as Vice-Chair;</i></p> <p><i>b) Frank Collins as Chair; and,</i></p> <p><i>c) Margaret Anne Hodges as Past Chair.</i></p>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications and Secretary, CEQB	
Presented by:	Sudhir Jha, Senior Director Appointee, CEQB	

Problem/issue definition

- As per Board Policy 6.10, *Canadian Engineering Qualifications Board (CEQB)*, subsection 6.10.4(2) “Following completion of their terms, the Vice-Chair becomes the Chair and the Chair becomes Past Chair, subject to the approval of the Engineers Canada Board.”
- Regulator support was previously received from APEGNB for Frank Collins’ nomination and from APEGS for Margaret Anne Hodges’ nomination. PEO’s support for Sam Inchasi was received by email prior to CEQB’s approval in September 2022 that his nomination be recommended for Engineers Canada Board approval.

Proposed action/recommendation

- That the Board approve the nominations and appoint all members for the noted terms.

Other options considered

- None.

Risks

- Given that all nominees have received their Regulator’s support, there is no risk with proceeding with the appointments.

Financial implications

- There are no financial implications associated with the appointments.

Benefits

- The CEQB will benefit from having a sustained high level of knowledge and experience in their leadership, who have the support of their members.

Consultation

- Regulator support was received for all three (3) nominees.

Next steps (if motion approved)

- The chair of the Nominating Committee, senior Director appointee Sudhir Jha, will advise the individuals of their appointments.

Appendix

- None.

BRIEFING NOTE: For decision

2023 budget and 2025 Per Capita Assessment		4.1
Purpose:	To approve the 2023 budget and recommend the amount of the 2025 Per Capita Assessment Fee (PCAF) to the Members	
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:	Financial compliance (operational risk) Reduced long-term financial viability (Board risk)	
Motions to consider:	<ol style="list-style-type: none"> 1. <i>THAT the Board, on recommendation of the FAR Committee, approve the 2023 budget, including an operational budget of \$12.3M, and a project budget of \$4.5M.</i> 2. <i>THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2025 Per Capita Assessment Fee be set to \$8.00 per Registrant.</i> 	
Vote required to pass:	Two-thirds majority, as per articles 5.7 b) and 5.8 b) of the Bylaw	
Transparency:	Open session	
Prepared by:	Derek Menard, Director, Finance	
Presented by:	Arjan Arenja, Director from Ontario, and Chair of the FAR Committee	

Problem/issue definition

- The Board is required to ensure that an annual budget is developed that outlines the resources required to enable the Strategic Plan.
- As per article 7 of the [Bylaw](#), the Board is also required, by January 2023, to recommend to the Members the amount of the Per Capita Assessment Fee (PCAF) that will be in effect as of January 2025. The PCAF is a key source of revenue required to support the operational work of Engineers Canada and sustain the unrestricted net assets.

Proposed action/recommendation

- Approve the proposed 2023 budget and authorize the use of reserve funds.
- Recommend the 2025 PCAF to the Members, for their review and approval at the 2023 annual meeting of Members (AMM).

Other options considered

- None.

Risks

- The budget must align with the priorities established by the Board and Members, and address Regulator needs.
- The PCAF must support ongoing operations while being adjusted so as not to allow the unrestricted net assets of Engineers Canada to grow unconstrained and risk losing status as a not-for-profit.

Financial implications

- The proposed 2022 budget is a deficit budget of \$5,597,043 with revenues of \$11.2 million and total expenses at \$16.8 million. \$4,528,983 of total spending relates to significant projects, which are to be funded by drawing down unrestricted net assets (reserves).
 - With significant projects excluded, the operating budget is in a \$1,068,060 deficit position.
- Revenues are to see an increase of \$193,999 compared to the 2022 budget.
- The 2023 operating expenses are \$12.3 million, a 6.9% increase from 2022 (operating expenses of \$11.5 million).

Benefits

- The approved budget will assist in guiding resource allocation and measurement in achieving the priorities as outlined in the 2022-2024 Strategic Plan.
- The proposed 2025 PCAF will maintain unrestricted net assets above their \$1M limit and support operational spending in 2025.

Consultation

- The budget was developed by staff and validated by the senior leadership team at Engineers Canada.
- The FAR Committee has reviewed the final proposed 2023 budget.
- The recommended 2025 PCAF is based on projected revenue and expenses for 2023, 2024, and 2025. The FAR Committee has reviewed and approved this recommendation.
- Both the 2023 budget and the recommended 2025 PCAF were presented to the Board at the September 29, 2022 meeting. Directors have had the opportunity to consult with their councils and provide feedback since then. Additionally, the HR Committee has validated the increase in planned spending on Board assessments.

Next steps (if motion approved)

- The CEO will report on the financial status of the overall budget and the projects funded from reserves at the regularly scheduled FAR Committee meetings in 2023.
- Members will be immediately informed of the proposed 2025 PCAF and this item will be placed on the May 2023 AMM agenda for approval.

Appendices

- **Appendix 1:** 2023 budget memo
- **Appendix 2:** Revenue and portfolio detail analysis sheets

Engineers Canada budget 2023

This budget is presented for approval by the Engineers Canada Board of Directors on December 12, 2022.

Highlights

- a) The 2023 budget includes \$11.2 million in revenue and \$16.8 million in expenses.
- b) Capital expenditures for 2023 are estimated to be \$68,000.
- c) The significant projects to be funded from reserves are in three (3) categories:

Strategic priorities:

Investigate and validate the purpose and scope of accreditation
 Strengthen collaboration and harmonization
 Support regulation of emerging areas
 Accelerate 30 by 30
 Foster trust and the value of licensure

2019-2021 strategic priorities (carried-forward):

Accreditation improvement program

Other projects:

Mobility register improvement project

This results in total project-related spending of \$4,528,983 in 2023.

- d) Based on the projected revenues and expenses, it is proposed that the Board recommend to the Members that the 2025 Per Capita Assessment fee be maintained at \$8.00 per registrant.

2023 Budget summary

The proposed 2023 budget has a deficit of \$5,597,043. Note that \$4,528,983 of total spending relates to significant projects, which are to be funded by drawing down on reserves. With significant projects excluded, the operating budget is in a \$1,068,060 deficit position.

Expenditures have two (2) main components: operating expenses and expenditures related to significant projects. The 2023 operating expenses are \$12.3 million, an increase of 6.9% from 2022 where operating expenses were \$11.5 million. The FAR committee approved the 2023 budget envelope assumptions which had a targeted increase of 6.9% based on the 12-month Statistics Canada CPI rate increase as of April 2022. Additional details for the operating expenses are included in the portfolio detail analysis sheets.

Revenues are to see an increase of \$193,999, or 2%, compared to the 2022 budget. A detailed breakdown is included in the portfolio detail analysis sheets.

Process and estimates

Engineers Canada's annual budget preparation begins with the determination of the specific initiatives that will be carried out in the upcoming year. These initiatives are developed by the senior leadership team to ensure alignment with strategic and operational priorities. Subsequently, the budget assumption envelope is prepared and presented for approval at the Finance, Audit, and Risk (FAR) Committee's first meeting in June. Once approved, revenue and cost estimates are prepared and reviewed by the senior leadership team, and a draft budget is then presented for review by the FAR Committee.

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

- Annual dues are calculated based on membership projections provided by Regulators.
- TD Insurance home and auto insurance program revenues are calculated using estimates provided directly by TD Insurance.
- As per our contract with TD Insurance, affinity revenue received from TD Insurance that would have gone to APEGA had they continued to be an eligible Regulator will be used by TD Insurance to market the home and auto insurance program in Alberta.
- The human resources (HR) budget (part of the Corporate Services portfolio) includes:
 - 49 full time equivalents (FTEs).
 - salary adjustments based on a salary band review for some employees, with others receiving a 6.9% cost of living increase, based on Statistics Canada CPI rate for the 12-month period ending April 2022.
- The capital budget is developed based on a review of the organization's infrastructure needs including physical facilities and IT.

2023 Budget

The 2023 budget has been structured to show the planned allocation of resources to each of Engineers Canada’s core purposes (also referred to as “operational imperatives”) and strategic priorities, as defined in the [Engineers Canada 2022-2024 Strategic Plan](#). Additional detail on planned spending per portfolio is provided in the appendices.

Table 1 – 2023 Budget

Category	2023 Budget	2022 Budget	2023 Budget vs 2022 Budget \$	2023 Budget vs 2022 Budget %	Notes
Revenues:					
Revenue - Annual dues and Investments	3,899,919	3,633,153	266,766	7%	1
Revenue - National programs (Affinity)	7,310,378	7,383,145	(72,767)	-1%	2
Revenue – Outreach	17,600	17,600	-	0%	
Total revenues:	11,227,897	11,033,898	193,999	2%	
Operating Expenses:					
Accreditation	452,418	390,094	(62,324)	-16%	3
Fostering working relationships	169,863	154,892	(14,971)	-10%	4
Services and tools	204,620	154,120	(50,500)	-33%	5
National programs	874,396	853,989	(20,407)	-2%	
Advocating to the federal government	89,922	92,859	2,937	3%	
Research and regulatory changes	18,950	29,450	10,500	36%	6
International mobility	103,520	99,580	(3,940)	-4%	
Promotion and outreach	401,950	403,800	1,850	0%	
Diversity and inclusion	195,940	195,940	-	0%	
Protect official marks	131,767	135,808	4,042	3%	
Secretariat services	1,411,819	1,189,304	(222,514)	-19%	7
Corporate services	8,240,793	7,800,371	(440,422)	-6%	8
Total Operating Expenses	12,295,957	11,500,208	(795,750)	-6.9%	
Operating Surplus/(Deficit)	(1,068,060)	(466,310)	(601,750)		
Projects Spending:					
2022-2024 Strategic Plan					
Investigate and validate the purpose and scope of accreditation	1,035,655	759,791	(275,864)	-36%	9
Strengthen collaboration and harmonization	164,275	127,840	(36,435)	-29%	9
Accelerate 30 by 30	328,133	218,496	(109,637)	-50%	9
Reinforce trust and the value of licensure	2,848,013	513,860	(2,334,152)	-454%	9
	4,376,076	1,619,987	(2,756,089)	-170.1%	

2019-2021 Strategic Plan					
SP1: Accreditation Improvement Program	82,108	374,971	292,864	78%	10
	82,108	374,971	292,864	78%	
Other Projects					
Regulatory Research -Foresight exercise	-	121,750	121,750	100%	
National Membership Database Improvements	-	155,400	155,400	100%	
Mobility Register Improvement Project	70,800	150,000	79,200	53%	11
	70,800	427,150	356,350	83%	
Total Project Spending					
	4,528,983	2,422,108	(2,106,875)	-87%	
Surplus/(Deficit)					
	(5,597,043)	(2,888,418)	(2,708,625)	94%	

Notes on 2023 budget vs 2022 budget

1. The \$266,766 increase is mainly due to an increase to the targeted rate of return of 3.5% in our investment portfolio (up 0.5% from 2022), coupled with increase in annual dues of \$134,348 as the membership projections has increased to 316,432 members.
2. The \$72,767 decrease is mainly due to a slight decrease in anticipated total written premiums in the TD home and auto affinity program.
3. The main driver of the increase in accreditation costs is the increase in travel costs for accreditation visits due to a higher number of visits. In addition, there is additional spending for a sponsorship of the Canadian Engineering Educations Association, and for the Engineering Degrees Awarded Survey and Report where we will use a consultant in 2023 in order to be able to focus on the roll out of Tandem, the new data management system for accreditation.
4. Costs have increased in 2023 due to increased costs for travel and for hybrid AV setup at the officials' groups and Presidents' meetings.
5. Costs have increased due to new operational costs for the National Membership Database (NMDB) now that the system has been fully implemented.
6. The 2023 budget has decreased from 2022 because the costs for the development of the regulatory research paper are now accrued over two years due to delays in starting the work in 2022 caused by a lack of resources.
7. Costs have increased due to increased travel and hybrid meetings costs for all Board, CEAB and CEQB meetings (and their sub-committee meetings). In addition, higher costs are budgeted for Board training/education, including a \$11,500 budget envelope for general Director development, as well as costs for an external consultant to conduct the formal CEO evaluation and comprehensive compensation review. \$40,000 is budgeted to cover the costs of an external consultant to administer the Board assessments in 2023, which include the Board, Director self- and peer-assessments, and the chair assessments. An increase of \$40,000 is associated with meetings to develop and approve the new 2025-2029 strategic plan.
8. The increase is mainly due to salary adjustments based on a salary band review or cost of living, an increase in insurance premiums for cyber and D&O and E&O coverage, increased travel costs, and an increase to our costs for IT licensing.
9. These items are the strategic priorities under the 2022-2024 Strategic Plan. The costs are in-line with the budget envelope assumptions presented to the FAR committee, and the budget for these items comes from reserves. See the portfolio detail analysis sheets for more information.
10. The Accreditation Improvement Project was not completed in 2021 due to delays on the developer's side for the new Tandem tool (in 2019-2020), disruptions caused by COVID-19 and the introduction of virtual visits (in 2020-

2022), and the loss of key staff (in 2022). As a result, work and budget are carried forward to 2023. Overall project spending remains within budget.

11. These costs are for the final stages of the development and the subsequent implementation of the mobility register. The start of the project was delayed in 2022, and total project budget is now estimated at \$97,300 versus the \$150,000 estimated last year.

2023 Budget – Total expenses by operational imperative, including staff costs

The following table is provided for analysis purposes. It shows proposed 2023 spending by core purpose including projects and staff costs (HR component), as represented in the corporate services budget.

Table 2 – 2023 Budget with staff allocations

Category	Expenses	HR component	Total	Allocation	Weight ¹	Notes
CP 1 - Accreditation	1,570,181	1,028,793	2,598,974	16%	4	2
CP 2 - Fostering working relationships	334,138	134,477	468,615	3%	3	
CP 3 - Services & Tools	204,620	365,229	569,849	4%	3	
CP 4 - National Programs	185,780	402,044	587,824	4%	1	3
CP 5 - Advocating to the Fed. Gov't.	89,922	228,028	317,950	2%	2	
CP 6 - Research	18,950	148,132	167,082	1%	2	
CP 7 - Int'l Mobility	174,320	332,363	506,683	3%	1	
CP 8 - Promoting the profession	3,232,363	388,746	3,621,109	22%	2	4
CP 9 - Diversity & Inclusion	524,073	393,044	917,117	6%	4	5
CP 10 - Protect official marks	131,767	28,406	160,173	1%	1	
Secretariat services	1,411,819	441,755	1,853,574	11%		
Corp Services	1,786,933	2,562,843	4,349,776	27%		
Total:	9,664,865	6,453,860	16,118,725	100%		

Notes

- 1 Weight reflects the importance of the portfolio assigned by the Board in 2018. 4 is highest (most important), 1 is lowest.
- 2 Includes accreditation business and Strategic Priority 1.1 (Investigate and Validate the Purpose and Scope of Accreditation).
- 3 Net expense with adjustment for related revenues of \$681,310.
- 4 Includes Strategic Priority 2.2 (Foster Trust and the Value of Licensure).
- 5 Net expense with adjustment for related revenues of \$17,600.

2023 Capital budget**Table 3 – Capital budget**

Asset Type	2023 Budget	2022 Budget
Office furniture and equipment	\$10,000	\$101,595
Computer hardware	\$38,000	\$41,000
Leasehold Improvements	\$20,000	\$104,513
Total:	\$68,000	\$247,108

In 2023, \$38,000 of the capital budget will be used to replenish computer hardware, based on our 4-year evergreen cycle. In addition, office furniture and equipment costs of \$10,000 will be used to general furniture replacement, and leasehold improvement costs of \$20,000 will be invested in the repairs for the kitchen cabinet and general facilities.

Status of reserves

Board policy 7.12, *Net Assets* requires that the total of all reserve funds must not become so large as to threaten the not-for-profit status of Engineers Canada, nor to give the Regulators reason to question whether member assessments are excessive. The Board’s net asset structure further defines the categories of reserves and target levels.

Table 4 – Reserves

Year	Net Assets	Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes	
2022	2022 Opening balance	1,500,000	2,000,000	2,500,000	470,366	14,114,637	20,585,003	1	
	Additions to capital assets				247,108	(247,108)			
	Amortization of capital assets				(182,313)	182,313			
	Amortization of leasehold inducements				42,684	(42,684)			
	Projected 2022 surplus/(deficit)					(886,100)			
	Projected 2022 closing balance		1,500,000	2,000,000	2,500,000	577,845	13,121,058	19,698,903	
2023	Additions to capital assets				68,000	(68,000)			
	Amortization of capital assets				(206,735)	206,735			
	Amortization of leasehold inducements				42,684	(42,684)			
	Projected 2023 surplus/(deficit)					(5,597,043)			
	Projected Sub-total at end of 2023		1,500,000	2,000,000	2,500,000	481,795	7,620,065	14,101,859	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)						2,583,897		2
Projected 2023 closing balance (Incl. potential increase from TD affinity program)		1,500,000	2,000,000	2,500,000	481,795	10,203,962	16,685,756	4	
2024	Additions to capital assets				100,000	(100,000)			
	Amortization of capital assets				(210,869)	210,869			
	Amortization of leasehold inducements				42,684	(42,684)			
	Projected 2024 surplus/(deficit)					(5,930,591)			
	Projected Sub-total at end of 2024		1,500,000	2,000,000	2,500,000	413,609	1,757,659	8,171,268	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)						2,630,499		5
Projected 2024 closing balance (Incl. potential increase from TD affinity program)		1,500,000	2,000,000	2,500,000	413,609	6,972,055	13,385,664	4	

Year	Net Assets	Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes
2025	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(215,087)	215,087		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2025 surplus/(deficit)					(5,027,760)		
	Projected Sub-total at end of 2025	1,500,000	2,000,000	2,500,000	341,207	(3,197,698)	3,143,508	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)					2,686,388		5
	Projected 2025 closing balance (Incl. potential increase from TD affinity program)	1,500,000	2,000,000	2,500,000	341,207	4,703,086	11,044,292	4

Note 1 - Agreed to 2021 audited financial statements

Note 2 - See paragraph below for additional information

Note 3 - Amount excludes potential increase to unrestricted reserves: PEO TD affinity program (2023, 2024 and 2025)

Note 4 - Amount includes potential increase to unrestricted reserves: PEO TD affinity program (2023, 2024 and 2025)

Note 5 - Estimate based on forecast provided by TD

At the end of 2022, it is expected that total net assets will amount to \$19.7 million, with the unrestricted reserves at \$13.1 million. By the end of 2023, total net assets will decrease to \$16.7 million and unrestricted reserves will be at \$10.2 million dollars. These numbers assume that PEO continues to **not** participate in the TD Insurance affinity program in 2023.

Three-year projection: 2023 -2025

The following table shows projections on future revenues and expenditures for the years 2023-2025.

Table 5 – Three-year projection (in 000's)

Category	2023	2024	2025	Notes
Revenues:				
Revenue - Annual dues and Investments	3,900	3,252	3,311	1
Revenue - National programs	7,310	7,325	7,365	2
Revenue – Outreach	18	18	18	
Total revenues:	11,228	10,594	10,695	
Operating Expenses:				
Accreditation	452	356	381	3
Fostering working relationships	170	175	178	
Services and tools	205	211	215	
National programs	874	901	919	
Advocating to the federal government	90	93	94	
Research and regulatory changes	19	20	20	
International mobility	104	107	109	
Promotion and outreach	402	414	422	
Diversity and inclusion	196	202	206	
Protect official marks	132	136	138	
Secretariat services	1,412	1,454	1,382	4
Corporate services	8,241	8,488	8,658	
Total Operating Expenses	12,296	12,555	12,723	
Operating Surplus/(Deficit)	(1,068)	(1,960)	(2,028)	
Projects Spending:				
2022-2024 Strategic Plan				
SP 1.1 Investigate and validate the purpose and scope of accreditation	1,036	955	-	5
SP 1.2 Strengthen collaboration and harmonization	164	148	-	5
SP 2.1 Accelerate 30 by 30	328	253	-	5
SP 2.2 Foster trust and the value of licensure	2,848	2,614	-	5
	4,376	3,970	3,000	5
2019-2021 Strategic Plan				
Accreditation Improvement Program	82	-	-	
	82	-	-	

Category	2023	2024	2025	Notes
Other Projects				
Mobility Register improvement project	71	-	-	
	71	-	-	
Total Project Spending	4,529	3,970	3,000	
Surplus/(Deficit)	(5,597)	(5,931)	(5,028)	

Notes on projections

1. Annual dues decrease in 2024 and 2025 due to the PCAF reducing to \$8 (from \$10.21) per member. The total number of members is predicted to increase by 1.5% and 1.8% respectively in 2024 and 2025.
2. TD affinity revenues are based on the 5-year projections provided by TD, which call for a 1% and 1.5% increase in 2024 and 2025, respectively, for Engineers Canada's portion. Revenue projections do not include any funds that would come to Engineers Canada as a result of PEO not joining the TD affinity program.
3. Costs are foreseen to decrease in 2023 and 2024 due to lower volume of accreditation visits.
4. Costs are expected to reduce given the next strategic plan (2025 – 2029) will be delivered in 2024.
5. These budgets are based on the current planning for the strategic priorities (2022-2024) and will be adjusted as the projects progress. The \$3,000,000 included for 2025 is placeholder for financial modelling purposes and will be revised once the next strategic plan is approved.

Assumptions

These projections assume Engineers Canada maintaining a similar scope of work and strategic direction from 2023 through 2024.

In preparing the projection for operating expenses, a 3% inflation rate was assumed in 2024 and 2% in 2025.

2023-2024 projections are based on the 2022-2024 strategic priorities and currently available information, the \$3,000,000 included for 2025 is placeholder for financial modelling purposes and will be revised once the new strategic plan (2025-2029) is approved. Engineers Canada commits to developing operating budgets that that will increase no more than the actual CPI rate of inflation for each upcoming year and will provide the FAR committee with high level budget assumptions for approval prior to the development of the operating budget.

Proposed 2025 Per Capita Assessment Fee

As per section 7 of the Engineers Canada [Bylaw](#), the Board must provide a proposal for the 2025 Per Capita Assessment Fee (PCAF). Projections for the 2026 and 2027 PCAF are also provided, as per Regulators’ request. The proposed PCAF has been established with due consideration of expenses (operating, project, and strategic) and revenue. The following assumptions were made in the calculation of the proposed PCAF:

1. The revenue received from the PCAF is based on the estimates from Regulators up until 2025 and is increased 2% year-over-year for 2026-2027.
2. The revenue received from affinity programs is based on projections from the program providers.
3. It is assumed that PEO will **not** avail itself of the approximately \$2.6M in affinity revenue that is available to them in 2023. In future years, it is assumed that PEO **will** avail itself of the affinity revenue.
4. Operating expenses will increase at a rate of 3% in 2024 and 2% thereafter.
5. Spending in 2025, 2026 and 2027 on the new strategic priorities is \$3.0M per year.

Table 6 – Projected Unrestricted Reserve Balances

The following table shows projected unrestricted reserve balances by year based on the above assumptions. Scenario 1 assumes a \$8.00 PCAF from 2024-2027, and scenario 2 **assumes \$7.00 PCAF from 2025-2027**.

Scenario 1		Scenario 2	
Per capita =	\$ 8.00	Per capita =	\$ 7.00
PEO revenue	to EC only in 2023	PEO in 2023	to EC only in 2023
Unrestricted Reserve Balances:		Unrestricted Reserve Balances:	
Year	Amount	Year	Amount
2023	10,203,962	2023	10,203,962
2024	4,341,556	2024	4,341,556
2025	(613,802)	2025	(940,707)
2026	(5,665,764)	2026	(6,326,112)
2027	(10,793,978)	2027	(11,794,437)

Scenario 1B and 2B, below, are for illustration purposes, and display the projected reserve balances if PEO does **not** avail itself of any TD affinity revenue from 2023-2027, and all monies accrue to Engineers Canada.

Scenario 1B		Scenario 2B	
Per capita =	\$ 8.00	Per capita =	\$ 7.00
PEO revenue	to EC all years	PEO revenue	to EC all years
Unrestricted Reserve Balances:		Unrestricted Reserve Balances:	
Year	Amount	Year	Amount
2023	10,203,962	2023	10,203,962
2024	6,972,055	2024	6,972,055
2025	4,703,086	2025	4,376,181
2026	2,402,620	2026	1,742,273
2027	100,187	2027	(900,272)

Based on the above, it is recommended that the PCAF remain at \$8.00 for 2025. This will result in a reduction of revenues of \$722K in 2025 in comparison to the 2023 PCAF rate of \$10.21. This revenue will be offset by drawing down the equivalent amount from the unrestricted reserves in 2025, and subsequent years where the PCAF remains at this level. The result is a balance for the unrestricted reserves of \$4.7 million at the end of 2025, above the Board-mandated minimum of \$1.0 million.

For 2026 and 2027, it is expected that the PCAF will remain at the same level, unless the affinity situation with PEO changes.

Revenue

Detail analysis

Description: Engineers Canada revenues are made up of two (2) main components: affinity program sponsorships and the annual dues received from Regulators. These two (2) components are expected to make up 86% of the 2023 revenues. The remaining portion contains revenues that are for specific endeavours which have related expenses such as the Secondary Professional Liability Insurance Program (SPLIP), the sponsorship of the awards gala and spring meetings, Future City funding, and Engineering Deans Canada (EDC) revenues. These five (5) components make up 8% of total revenues. The final 6% of revenues are made up of income and appreciation of investments, rent revenue, and interest earned on bank balances.

Budget details

Number	Description	2023 Budget	% of Total	2022 Budget	Change
1	Affinity and Insurance Programs Revenue	6,434,262	57.3%	6,514,334	(80,072)
2	Provincial Annual Dues Revenue	3,230,774	28.8%	3,096,426	134,348
3	SPLIP Revenue	688,616	6.1%	681,310	7,306
4	Changes in the Fair Value of Investments	311,644	2.8%	260,000	51,644
4	Investment Income	300,000	2.7%	220,000	80,000
5	Awards Sponsorship Revenue	175,000	1.6%	175,000	-
6	EDC Revenue	41,361	0.4%	38,588	2,773
7	Future City Revenue	17,600	0.2%	17,600	-
8	Rent Revenue	11,340	0.1%	11,340	-
9	AGM Sponsorship Revenue	12,500	0.1%	12,500	-
10	Interest Bank Accts (CND) Revenue	4,800	0.0%	4,800	-
	Other Revenue		0.0%	2,000	(2,000)
	Total:	11,227,897	100%	11,033,898	193,999
11	Potential additional Affinity Program revenues	2,583,897		2,593,294	(9,397)
	Total Revenue (incl. potential additional Affinity revenues)	13,811,794		13,627,192	184,602

Rationale for 2023 budget:

1. The affinity program revenues for 2023 are determined by the agreements signed, the largest of which is the TD Insurance home and auto insurance program. 2018 was the first year of a 12-year agreement with TD Insurance for the home and auto insurance program. The 2023 TD Insurance revenues are calculated based upon the total written premium value for 2022. This figure will not be known with certainty until early in 2023. The 2023 estimate is based upon total written premium projections (\$359M) provided by TD Insurance.
2. The annual dues from Regulators are calculated based on the annual membership level estimates received from each Regulator. Based on the 2023 membership projections received (316,432 members vs the 2022 budget of 303,274), Engineers Canada is predicting an increase of \$134K in annual dues in 2023.
3. SPLIP program revenues are based on estimates for 2023 participation levels. These estimates show a slight increase from 2022. This is a flow-through revenue which is offset by an equivalent expenditure.
4. The investment income has increased by \$131K due to the increased value of our investment portfolio, coupled with an increase to the targeted rate of return of 3.5%, up 0.5% from 2022.

5. Awards sponsorships are the same as in 2022. This is a flow-through revenue which is offset by an equivalent expenditure.
6. The EDC revenue is a flow-through revenue that is offset by an equivalent expenditure.
7. These are funds to support the Future City project; the multi-year funding agreement ends in 2023. This is a flow-through revenue which is offset by an equivalent expenditure.
8. These revenues are from renting out space at the Engineers Canada office.
9. No change in 2023. This is a flow-through revenue which is offset by an equivalent expenditure.
10. These revenues represent excess short-term cash from operations that are kept in an interest-bearing savings account.
11. This amount represents the potential additional revenue for Engineers Canada in 2023 should PEO decide not to join the TD affinity program by the end 2022.

Accreditation 2023 Portfolio detail analysis

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

Description: This portfolio contains all the work in operational imperative 1 (the regular business of the CEAB) and Strategic Priority 1.1, *Investigate and Validate the Purpose and Scope of Accreditation (SP1.1)*. In addition, some work related to the previous Strategic Plan’s *Accreditation Improvement Program* is carried over.

Budget details:

Cost element	2023
1. Accreditation business	\$452,418
2. Investigate and validate the purpose and scope of accreditation (SP1.1)	\$1,035,655
3. Accreditation improvement program	\$82,108
Totals	\$1,570,181

Rationale for 2023 budget:

1. This includes the costs for program visits, the costs for training of CEAB members, visitors and staff from the higher education institutions (HEIs), and the cost of the work to develop, maintain, and improve accreditation criteria and procedures with Key Stakeholder groups. Travel costs account for 73% of this cost element.
2. This project will investigate, with Regulators, a new national academic requirement for licensure and will determine the scope of accreditation in consultation with Engineering Deans Canada (EDC) and the educators working in accredited engineering programs. In 2023, the project team will work with Key Stakeholders, including Regulators, to develop the purpose of accreditation and the academic requirement for licensure. Most costs are related to either travel and face-to-face events (24%) for the various working and advisory groups, or fees for the project consultant.
3. One element of the Accreditation Improvement Program, the development of the data management tool Tandem, was not completed on time due to three (3) factors: delays on the developer’s side (in 2019 and 2020), disruptions caused by COVID-19 and the introduction of virtual visits which forced staff to focus on those issues and de-prioritize work on Tandem from 2020 to 2022, and the loss of key staff members in 2022. As a result, work carried forward to 2023 includes training and roll-out of the completed tool. All costs are carried forward and are within the original project budget.

Considerations for the Board:

- The CEAB’s total 2023 budget is \$758,158 versus \$612,472 in 2022. This is the total of costs presented here plus the costs to host CEAB meetings included in the secretariat services portfolio detail analysis.

Changes to budget since the September Board meeting:

- The cost for Strategic Priority 1.1 has increased by \$217,814 due to an expanded project scope that will allow for more consultations with a greater number of stakeholders. This scope has resulted in higher costs for the primary complex-change consultant and for events (travel, accommodations, etc.), as well as the need for enhanced communications including a stand-alone website.

**Fostering relationships among the Regulators
2023 Portfolio detail analysis**

Portfolio: Fostering relationships between the Regulators’ staff and volunteers.

Description: This portfolio contains all the work under Core Purpose 2, including supporting the officials' groups, the CEO Group and the Presidents Group, as well as Strategic Priority 1.2, *Strengthen collaboration and harmonization* (SP1.2).

Budget details:

Cost element	2023
1. Officials’ groups	\$133,974
2. Presidents Group	\$8,256
3. CEO Group	\$27,633
4. Strengthen collaboration and harmonization (SP1.2)	\$164,275
Totals	\$334,138

Rationale for 2023 budget:

1. This includes the costs to host one (1) face-to-face meeting with the National Practice Officials Group and the National Discipline & Enforcement Officials Group, as well as two (2) face-to-face meetings for the National Admissions Officials Group. This also includes travel costs to support delivery of the items identified in their work plans.
2. This includes the costs to host three (3) half-day meetings of the Presidents Group, in conjunction with the winter, spring, and fall meetings.
3. This includes the costs for hosting four (4) face-to-face CEO Group meetings, as well as support for airfare costs for Regulators with less than 2,500 registrants (Engineers PEI, NAPEG, and Engineers Yukon) to attend the February meeting, the airfare and accommodation costs for the same Regulators to attend the July meeting, and the airfare costs for Regulators with between 2,500 and 10,000 registrants to attend the July meeting.
4. Strategic Priority 1.2, *Strengthen collaboration and harmonization*, will bring Regulators together to define Engineers Canada’s mandate in this area and select specific areas for regulatory harmonization. This year’s costs are for consultants to develop and support the consultations with Regulators, as well as travel costs for the consultations.

Considerations for the Board:

- These meetings are a valuable service in the eyes of the Regulators and a key opportunity for Engineers Canada staff to collaborate with Regulator staff.

Changes to budget since the September Board meeting:

- The cost for Strategic Priority 1.2 has increased by \$19,545 due to two main factors: higher than expected costs for the consultants supporting the consultations and additional travel so that members of the task force can attend three consultation each.

**Providing services and tools for regulation and professional practice
2023 Portfolio detail analysis**

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

Description: This portfolio contains all the work in Core Purpose 3, including the work plan of the CEQB, and the National Membership Database (NMDB).

Budget details:

Cost element	2023
1. CEQB work plan items (as currently proposed)	\$136,620
2. National Membership Database- maintenance	\$68,000
Totals	\$204,620

Rationale for the 2023 budget:

1. This includes budget for the delivery of the proposed CEQB 2023 work plan, as follows:

Guideline on duty to report	Carried forward	\$50,000
Guideline on fitness to practice	Carried forward	\$50,000
Engineers Canada paper on emerging disciplines	New	\$25,000
Feasibility study to identify alternative methods for academic assessments of non-CEAB graduates	Carried forward	\$10,000
Liaison with the Regulators (Officials groups and individual Regulators) and translation costs	n/a	\$1,620
TOTAL		136,620

2. This is the annual hosting and maintenance cost for the national membership database (NMDB).

Considerations for the Board:

- The CEQB’s total 2023 budget is \$276,197, versus \$317,120 in 2022. This is the cost to deliver on their work plan, as presented here, plus the costs to host CEQB meetings included in the secretariat services portfolio detail analysis.
- The CEQB uses consultants to support the delivery of their work plan items. This allows for a high quality of documents, while managing workload for staff.
- The majority of work undertaken by the CEQB is multi-year and items will carry forward to 2024.
- The NMDB is a tool used by Regulators to facilitate the licensure of individuals who are already licensed by another Canadian jurisdiction. Eleven (11) Regulators access the NMDB to check the licensure status of such applicants, and five (5) Regulators upload data about their own applicants (with three (3) others working to join this group).

Changes to budget since the September Board meeting:

- None

**Offering national programs
2023 Portfolio detail analysis**

Portfolio: Offering national programs

Description: This portfolio contains the items from Core Purpose 4, which relate to the costs for the affinity programs.

Budget details:

Cost element	2023
1. Affinity programs	\$180,780
2. Secondary Professional Liability Insurance Program (SPLIP)	\$693,616
Totals	\$874,396

Rationale for 2023 budget:

1. This includes consultant fees, marketing and promotional materials, and travel and meeting costs.
2. This is a flow-through cost (i.e., this expense is balanced by an equal amount of revenue). The Secondary Professional Liability Insurance Program (SPLIP) protects members who are in good standing. Ten (10) of the twelve (12) Regulators participate in the program; PEO and OIQ do not participate. The SPLIP ensures that the member, the public, and the reputation of the engineering profession stay protected in numerous cases involving professional services. Engineers Canada manages the SPLIP on behalf of the participating Regulators.

Considerations for the Board:

- No additional considerations.

Changes to budget since the September Board meeting:

- None

Advocating to the federal government 2023 Portfolio detail analysis

Portfolio: Advocating to the federal government

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

Budget details:

Cost element	2023
1. Legislative monitoring	\$42,292
2. Hill Day 2023	\$29,000
3. Public Affairs Advisory Committee	\$13,000
4. Public policy initiatives	\$4,380
5. Federal government panels	\$1,250
Totals	\$89,922

Rationale for 2023 budget:

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

1. Legislative monitoring: retention of a public affairs firm to ensure better monitoring of federal legislation affecting the regulation of engineering and the engineering profession.
2. Hill Day: the cost of hosting Hill Day, which is anticipated to be held in the Fall of 2023, in-line with the Engineers Canada Fall Meetings to reduce cost
3. Public Affairs Advisory Committee: the cost of one (1) in-person meeting, which will be held at the same time as the in-person Spring Board meetings to reduce cost.
4. Public policy initiatives and translation services: the costs of public policy initiatives (travel cost for meetings with parliamentarians, registration to events, etc.) and translation services.
5. Federal government panels: the costs associated with travelling to participate and represent Engineers Canada in meetings of federal committees and consultation panels outside Ottawa where travel costs are not covered by government. This includes, for example, meetings of the Natural Resources Canada Adaptation Panel Plenary held in the spring and fall.

Considerations for the Board:

- The federal government has shifted its focus from COVID-19 pandemic management to recovery by investing in people, a green economy and productivity and innovation, resulting in the public affairs and government relations team adjusting its work to address these unique circumstances. Nevertheless, regular program work, advocating to, and maintaining positive relations with the federal government will be extremely important in 2023 to ensure that we remain a trusted advisor on issues related to engineering regulation and on key issues affecting the engineering profession.

Changes to budget since the September Board meeting:

- None

**Monitoring, researching, and advising on engineering and regulation
2023 Portfolio detail analysis**

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

Description: This portfolio contains all the work in Core Purpose 6, monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession as well as Strategic Priority 1.3, *Support regulation of emerging areas (SP1.3)*.

Budget details:

Cost element	2023
1. Emerging areas (SP1.3)	\$12,500
2. Research paper	\$3,500
3. Educational events and conferences	\$2,950
Totals	\$18,950

Rationale for 2023 budget:

1. This includes costs for a consultant to support the emerging areas paper on Energy Engineering.
2. This includes costs for translation of a regulatory research paper on multi-disciplinary engineering practice.
3. This represents an allowance for participation at three (3) educational events/conferences.

Considerations for the Board:

- The Regulators are consulted in the selection of the topics for the emerging areas paper and the research paper and participate on advisory groups for the development of those papers.

Changes to budget since the September Board meeting:

- None

**International mobility of engineering work and practitioners
2023 Portfolio detail analysis**

Portfolio: International mobility of engineering work and practitioners

Description: This portfolio contains the items under Core Purpose 7, including: memberships in, and attendance at, international organizations and their conferences; maintenance and development of mobility agreements at both the academic and full professional level; and maintenance and improvements to our foreign credential recognition tools (EngineerHere.ca website, International Institutions and Degrees Database (IIDD), and customer support to Regulators and the public).

Budget details:

Cost element	2023
1. US-based organizations (ABET, NSPE, NCEES)	\$16,080
2. International organizations (IEA)	\$45,000
3. Foreign credential recognition tools	\$32,440
4. Mobility register improvement project	\$80,800
Totals	\$174,320

Rationale for 2023 budget:

1. This includes the costs for two (2) people (one (1) staff, and one (1) volunteer) to attend the annual meeting of each of these organizations: ABET (the engineering accreditation body in the US), the National Society of Professional Engineers (NSPE), and the National Council of Examiners in Engineering and Surveying (NCEES).
2. This includes the costs for four (4) people to attend the annual meeting of the International Engineering Alliance (IEA) in Taiwan, as well as the annual membership fees.
3. This includes the cost to host and maintain the International Institutions and Degrees Database (IIDD), as well as the cost of upkeeping the EngineerHere.ca website and implementing Regulator-requested updates.
4. This represents the annual operating costs for the new mobility register as well as consultant fees, training and documentation, and a one-time software licensing for the final stages of implementation of the mobility register in early 2023. Maintaining a register is a condition of membership in the IEA’s International Professional Engineers’ and APEC Engineers’ agreements.

Considerations for the Board:

- The IIDD is a tool used by Regulators to evaluate the academic formation of international engineering graduates. The tool includes information from 250 countries with detailed information on more than 4,000 institutions, and over 15,000 engineering programs.

Changes to budget since the September Board meeting:

- None

**Promoting recognition of the value of engineering and sparking interest in the next generation
2023 Portfolio detail analysis**

Portfolio: Promotion and outreach

Description: This portfolio contains all the work under Strategic Priority 2.2, *Reinforce trust and the value of licensure* (SP2.2) and Core Purpose 8, to foster recognition of the profession (promotion) and to spark interest in the next generation of engineers (outreach), including: implementation of a new sub-strategy for the portfolio; ongoing work; and operation of the awards, scholarships, and fellowships programs.

Budget details:

Cost element	2023
1. Promotion and outreach	\$114,400
2. Awards, scholarships, and fellowships	\$269,950
3. Reinforce trust and the value of licensure (SP2.2)	\$2,848,013
Totals	\$3,232,363

Rationale for 2022 budget:

1. This budget includes: K-12 Development (Girl Guides Canada, Scouts Canada, Future City), Engineering Student Development (Canadian Federation of Engineering Students (CFES), EngiQueers), National Collaborative Outreach Initiatives (National Engineering Month, Online Social Media Working Group, OneHub Community of Practice), and Joint Thought Leadership (Sustainability in Practice MOOC, Digital Engagement Working Group, Explore Engineering website, Benchmark Research).
2. This budget includes operation of the awards program, the scholarship program, and the fellowship program. The majority of the awards and scholarship expenditures are offset by contributions through sponsorship of the spring meetings.
3. Strategic Priority 2.2, *Reinforce Trust and Value of Licensure*, will finalize production of creative and begin fielding the first of a two year national marketing campaign. In addition, EIT and engineering graduate programming will be developed and executed, and supplementary value of licensure messaging tools for regulator communicators will be created.

Considerations for the Board:

- No additional considerations.

Changes to budget since the September Board meeting:

- None

**Promoting diversity and inclusion in the profession
2023 Portfolio detail analysis**

Portfolio: Diversity and inclusion

Description: This portfolio contains all the work under Strategic Priority 2.1, *Accelerate 30 by 30* (SP2.1) and Core Purpose 9, to promote diversity and inclusivity in the profession, including ongoing work and the implementation of the SP2.1 sub-strategy.

Budget details:

Cost element	2023
1. SP2.1: work arising from sub-strategy	\$328,133
2. CP9: ongoing equity, diversity and inclusion (EDI) work	\$195,940
Totals	\$524,073

Rationale for 2023 budget:

1. This budget includes work for SP2.1, including:
 - a term-limited new hire (EDI Associate);
 - the 30 by 30 conference; and
 - research and updating of the ‘Managing Transitions’ national resource.

This budget also includes ongoing work to support 30 by 30, including:

- communication and promotion of 30 by 30 (e.g., 30 by 30 webpage, monthly newsletter, etc.);
 - developing an employer engagement strategy in consultation with the Regulators;
 - participation in and promotion of International Women in Engineering Day (INWED) and the DiscoverE Persist Series in Canada;
 - sponsorships for EngiQueers Canada, Canadian Coalition of Women in Science, Engineering, Trade and Technology (CCWESTT), Women in Engineering Summit (WES), Black Engineers of Canada, and the Ontario Society of Professional Engineers (OSPE) EDI Forum;
 - sponsoring the Engendering Success in STEM research consortium and participation in their partner meeting; translation for 30 by 30 communications materials; and
 - travel to women in engineering conferences, events, and meetings with Regulators on 30 by 30.
2. This budget includes ongoing work for CP9 to support Indigenous inclusion and EDI, including:
 - engaging and supporting the Indigenous Advisory Committee with an in-person meeting in Ottawa in 2023;
 - sponsorship for the American Indian Science and Engineering Society (AISES) Gathering in Canada ;
 - sponsorship for the Indspire Engineers Canada Bursary;
 - training budget for 4 Seasons of Reconciliation and facilitating training sessions for staff and volunteers;
 - support for the Decolonization and Indigenization in Engineering Education Network (DIEEN) sessions;

- research on the experience of and barriers for Indigenous engineers; translation for Indigenous inclusion and EDI communications materials;
- data collection and production of the National Membership Report, and
- travel to Indigenous STEM and EDI events.

This budget also includes cost for participation in the Canadian Council for Aboriginal Business (CCAB) Progressive Aboriginal Relations (PAR) Program.

Considerations for the Board:

- No additional considerations.

Changes to budget since the September Board meeting:

- None

**Protecting official marks
2023 Portfolio detail analysis**

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

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

Budget details:

Cost element	2023
1. Trademark enforcement	\$120,000
2. Texts and subscriptions	\$11,767
Totals	\$131,767

Rationale for the 2023 budget:

1. This budget is based on an estimate for external legal fees in respect of trademark oppositions. At this point in time, we do not know what oppositions will come forth in 2023, as this depends on what trademarks will be uncovered by future advertisement searches. Evidence, arguments, and hearings attract larger fees as they require significant amount of time to prepare. Accordingly, of the \$120,000 legal fee estimate, the anticipated arguments, evidence, and possible hearing in the six (6) pending matters that are currently known, would comprise roughly \$60,000. Concluding settlements and withdrawal of three (3) pending cases will cost approximately \$10,000. \$40,000 is set aside for new oppositions and \$10,000 is added in consideration that we are likely to continue efforts to research and identify marks for expungement, as this has been a successful strategy in the past.
2. This includes the costs to maintain subscriptions to online legal research databases for two (2) users.

Considerations for the Board:

- No additional considerations.

Changes to budget since the September Board meeting:

- None

Secretariat services 2023 Portfolio detail analysis

Portfolio: Secretariat services

Description: This portfolio contains all the Board Responsibilities and the expenses related to supporting the Board, its committees, and Engineering Deans Canada (EDC).

Budget details:

Cost element	2023
1. Board and committee meetings	\$795,532
2. Strategic planning and consultation program	\$44,430
3. CEAB meetings	\$305,740
4. CEQB meetings	\$139,577
5. President's travel	\$79,883
6. EDC	\$46,657
Totals	\$1,411,819

Rationale for 2023 budget:

1. This includes costs for: the Board's February, May, September, and December meetings, the May Annual Meeting of Members (AMM), and the June Board strategic workshop. It also includes all meetings of Board committees and task forces.
2. This includes costs for: the translation of strategic plan and related materials, and travel and meeting related expenses for consultation on strategic priorities.
3. This includes the costs for three (3) face-to-face CEAB meetings, as well as costs for face-to-face meetings of the CEAB's Policies & Procedures Committee.
4. This includes the costs for three (3) face-to-face CEQB meetings, as well as costs for face-to-face meetings of the CEQB's Executive Committee.
5. This includes the costs for the Engineers Canada Presidents (and their guests, if attending a Regulator annual meeting) to travel within Canada. Costs for travel to specific events (e.g. the International Engineering Alliance) are included in each items' budget.
6. This includes costs for the CEO (or their designate) to attend two (2) EDC meetings and maintain a relationship with the group. It also includes the costs for a contractor to provide secretariat services to the EDC. The EDC pays Engineers Canada for this service, therefore, \$41,361 of this cost is a flow-through.

Considerations for the Board:

- The CEAB's total 2023 budget is \$758,158 versus \$612,742 in 2022. Costs for delivery of ongoing accreditation work items are included in the accreditation portfolio detail analysis.
- The CEQB's total 2023 budget is \$276,197 versus \$317,120 in 2022. Costs for delivery of work plan items are included in the services and tools portfolio detail analysis.
- The costs for the individual Board meetings are:
 - \$ 106,946 February (winter) meeting
 - \$ 4,951 April (early spring) meeting (virtual meeting)
 - \$ 266,546 May (spring) meeting and AMM
 - \$ 134,346 June Board workshop
 - \$ 133,396 September (fall) meeting
 - \$ 8,797 December (late fall) meeting (virtual meeting)

Changes to budget since the September Board meeting:

- The cost for the Executive Committee meetings of the CEQB has increased by \$2,361 in order to allow the vice-chair-elect to attend the March meeting. This is intended to help with knowledge transfer, onboarding and transition planning of this committee.
- The HR Committee's budget has increased by \$40,000. This reflects a decision by the committee to secure a third-party consultant to conduct the Board, individual (self- and peer-), and chair assessments in 2023 onwards.

Corporate services: other
2023 Portfolio detail analysis

Portfolio: Corporate services

Description: This portfolio contains work included under Engineers Canada's Internal Enablers, including miscellaneous corporate services such as salaries, information technology, communications, internal legal services, facilities, corporate memberships, discretionary executive budgets, and CEO travel.

Budget details:

Cost element	2023
1. Administration and finance	\$458,154
2. Executive expenses including corporate memberships and CEO travel	\$142,643
3. Communications	\$101,524
4. Facilities and office expenses	\$716,181
5. Human resources	\$6,614,710
6. Information technology	\$172,956
7. Organizational excellence	\$34,626
Totals	\$8,240,210

Rationale for the 2023 budget:

1. This includes expenses such as corporate insurances, audit fees, investment fees, bank service fees, the accounting software subscription, and amortization of \$206,735.
2. This includes expenses related to general and miscellaneous travel expenses for the CEO (i.e. travel not related to a specific meeting, such as a CEO Group meeting or a Board meeting), Executive Team consulting and miscellaneous expenses, and corporate memberships (e.g. Excellence Canada, World Federation of Engineering Organizations, Chamber of Commerce, Conference Board of Canada, Canadian Network of Agencies for Regulation, etc.).
3. This includes corporate communications strategy, corporate communication services, development, maintenance, and hosting of public websites and periodicals such as Engineering Matters and the Daily Media Report.
4. This includes rent (\$622,281), spending on office supplies, telephone costs, and facilities repairs and maintenance.
5. This includes all salaries and benefit costs, as well as human resources related costs such as recruitment, parental leave top-ups, staff training, consultant fees, and memberships.
6. This includes licence subscription fees for Office 365 and Amazon WEB Services (cloud-based data storage), ISP costs, and non-capital expenses for monitors, keyboards, etc.
7. This includes expenses related to collaboration software, planning software (Envisio), establishing our volunteer management program and upholding Engineers Canada's ongoing commitment to excellence.

Considerations for the Board:

- No additional considerations.

Changes to budget since the September Board meeting:

- None

BRIEFING NOTE: For decision

Board policy updates		4.2
Purpose:	To approve updates 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, approve the following revised policies:</i></p> <ul style="list-style-type: none"> <i>i. Policy 1.4, Strategic Plan</i> <i>ii. Policy 1.5, About this manual</i> <i>iii. Policy 4.7, Monitoring of CEO</i> <i>iv. Policy 4.11, Board management delegation</i> <i>v. Policy 4.13, Individual Director assessment</i> <i>vi. Policy 5, Executive duties and limitations</i> <i>vii. Policy 5.4, Communication and support to the Board</i> <i>viii. Policy 5.5, Asset protection</i> <i>ix. Policy 6.2, Board, committee, and task force chair assessment</i> <i>x. Policy 7.11, Consultation</i> <i>xi. Policy 6.12, HR Committee terms of reference</i> <i>xii. Policy 7.13, Vaccination for in-person meetings</i> 	
Vote required to pass:	Two-thirds majority	
Transparency:	Open session	
Prepared by:	Evelyn Spence, General Counsel and Corporate Secretary	
Presented by:	Ann English, Director from BC, Chair of the Governance Committee	

Problem/issue definition

- Twelve (12) policies are presented today for approval. Among them is Board policy 7.13, *Vaccination for In-Person Meetings*, which is being reviewed by the Governance Committee at each of its meetings to ensure the policy's continued suitability. At the time when the policy was last reviewed, on September 21, 2022, the committee elected to take a cautious approach and maintain the policy until more time had passed and there is greater certainty that the policy no longer serves its purpose.

Proposed action/recommendation

- That the Board approve the proposed revisions to the existing policies.

Other options considered

- None.

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.

Benefits

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

Consultation

- At its September 8th meeting, the HR Committee reviewed and provided input in respect of policies 6.12, *HR Committee Terms of Reference*; 4.13, *Individual Director Assessment*; 6.2, *Board, Committee and Task Force Chair Assessment*; and policy 4.7, *Monitoring of CEO*. Board policy 4.7 was also reviewed by Odgers Berndtson, an external consultant, at the request of the HR Committee.
- The Director, Finance and the CEO were consulted to determine whether any revisions to Board policies 4.11, *Board Management Delegation*, 5.5, *Asset Protection*, and 5, *Executive Duties and Limitations* were necessary.
- The Executive Vice President, Regulatory Affairs, the Director, Strategic Planning and Organizational Excellence and the Manager, Strategic and Operational Planning were all consulted and suggested revisions to policies 7.11, *Consultation* and 1.4, *Strategic Plan*.

Next steps

- Upon Board approval, the policy manual will be updated to include the revised policies.

Appendix

- **Appendix 1:** Policies for approval - Marked up (track-change) versions



1 Introduction and background

The introduction and background contain information that helps provide context for the policies in this manual.

1.4 Strategic plan

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

Review period: Biennial

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

(1) As described in [Board](#) policy 4.1, *Board Responsibilities*, the Board develops and annually updates a Strategic Plan. ~~The Strategic Plan is published on the Engineers Canada website.~~

~~(2) The Engineers Canada Strategic Plan is published on the website at: <https://engineerscanada.ca/about/governance/strategic-plan>~~

~~(3)(2) One of the Board's primary responsibilities is to ensure that the organization has developed a strategy that aligns the purposes set by the Regulators with the goals and activities of the organization. This Strategic Plan is the basis for monitoring the performance of the CEO and the chairs of the Accreditation and Qualifications Boards.~~

~~(4) The purpose of strategic planning is to document the Board's direction and the outcomes that it wants the organization to achieve. The Strategic Plan must be achievable within the purposes and resources of Engineers Canada, address critical issues, and complement (not duplicate) Regulators' initiatives and within the purposes and resources of Engineers Canada. The development of the Strategic Plan should be informed by an environmental scan, a strategic risk analysis, and result from should be developed in consultation with Regulators and Key Stakeholders consultations, consider the current and future environment, the relationship that the organization wants to have with Key Stakeholders, risks and the organization's risk tolerance, and how the organization intends to address important stakeholder needs. In the end, the Strategic Plan must identify the programs through which the outcomes are to be achieved.~~

~~(5)(3)~~

~~(6) A strategic plan will create clarity and commitment, provide consistent and firm direction, and assist in prioritization decisions.~~

~~(7)(4) The Board continuously monitors the performance of the organization against this plan, receiving three interim reports and one annual report each year that report progress against the outcomes defined in the plan. The annual performance assessment report is also provided to the Members at the Annual Meeting of Members. This annual report would provide the basis for requesting any changes to the Strategic Plan.~~

~~(8)(5) The Strategic Plan is approved the year preceding its implementation, by the Members. The CEO shall develop and maintain a process for developing the Strategic Plan and shall provide staff resources to support its development. The current process is published on the website at: <https://engineerscanada.ca/about/governance/strategic-planning>~~

Commented [MO1]: We are in a different governance model now. The CEO is the only one responsible for the Strategic Plan and reporting is only on strategic priorities. QB and AB provide quarterly updates.

Commented [MO2]: This now documents the process we used during the last strategic plan and the one we will be using for the upcoming strategic plan.

Commented [MO3]: This statement does not apply anymore as strategic priorities are 3-year major projects. It does not inform the way the CEO delivers the purposes.



1 Introduction and background

The introduction and background contain information that helps provide context for the policies in this manual.

1.5 About this manual

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

Review period: ~~Biennial~~ Triennial

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

- (1) This Engineers Canada Board policy manual has been developed on the basic principles of policy governance. The Board of Directors sets policies, delegates implementation, and monitors the results.
- (2) The objectives of this manual are:
 - a) ~~To~~ document the principles, policies and procedures governing Engineers Canada;
 - b) ~~To~~ serve as the direction to ~~all Board volunteers~~ and staff on governance style; and,
 - c) ~~To~~ serve as a reference on Engineers Canada's organizational policies and structure.
- (3) The Board policy manual is available on the public side of Engineers Canada's website. The policies are the subject of continual review by the Engineers Canada Board of Directors and the manual is updated following any Board-approved ~~deletions, additions, or~~ revisions.
- (4) The Engineers Canada Board has adopted this manual to define the governance style of Engineers Canada and its responsibilities vis-à-vis ~~key~~ ~~s~~ stakeholders. This manual collects the policies and procedures developed by the Board. The policies outlined herein recognize that the role of the Board is to give strategic leadership to the organization by representing the Regulators, setting policy and direction, and monitoring organizational performance while delegating responsibilities to the Chief Executive Officer (CEO) and the chairs of the Accreditation and Qualifications Boards.

Commented [ES1]: Engineers Canada has a number of volunteers to whom the Board policy manual does not apply (e.g. in respect of the operational committees). The Board Policy Manual serves as direction to the Board volunteers (e.g. Board members, committee members, Board committee members (CEAB, CEQB), etc)



4 Role of the Board

4.7 Monitoring of CEO

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

Review period: Biennial

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

- (1) The Human Resources (HR) Committee is responsible for the performance management and compensation package of the CEO. The HR Committee may elect to use the services of an external Human Resources consultant to assist them.
- (2) The Engineers Canada's Director of Human Resources will provide assistance to the overall process, as requested.

4.7.1 Objective setting and Annual performance evaluation

- (1) At the start of each calendar year, the CEO will meet with the HR Committee to discuss opportunities for development, set personal objectives for the upcoming year, and be provided with the current year's performance metrics, with the Board approving the objectives in February. Through discussion, mutually agreed objectives will be set for the CEO for the current year, and each goal should have a clear measure or metric.
- (2) A formal ~~360-degree~~ evaluation will be conducted every three years by an external ~~Human Resources~~ consultant.
- (3) In the years between the formal ~~360-degree~~ evaluation, the members of the HR Committee or, if they elect to retain an external consultant, the consultant ("Interviewers") will interview select members of the following groups to solicit feedback on the performance and effectiveness of the CEO:
 - a) The CEO Group
 - b) Direct reports to the CEO (staff)
 - c) Board members
- (4) The Interviewers will conduct confidential one-on-one, ~~face to face, or telephone~~ meetings with the interviewees. ~~They will use guidelines for consistency and objectivity. Guidelines are established each year by the HR Committee.~~ The interviews will commence in September or October and be completed by December. The Interviewers will prepare a summary report based on their interviews, which will contain feedback from the interviews along with recommendations for the CEO's growth or changes to aspects of their performance.

Commented [ES1]: Odgers Berndston, the Board's external consultant for CEO evaluation, reviewed this policy. This addition was recommended by them.

Commented [ES2]: Odgers Berndston, the Board's external consultant for CEO evaluation, reviewed this policy. This addition was recommended by them.



- (5) By the end of the calendar year, the CEO will complete a self-assessment of his/her/their performance during the year and the achievement of performance metrics and personal goals.
- (6) In assessing the CEO's accomplishment of their objectives, HR Committee members will use guidelines, established annually, for consistency and objectivity.
- (7) HR Committee members will meet in early December to discuss their findings and finalize their report by mid-January for presentation to the Board at an in-camera session during the February Board meeting. The report will contain a recommendation to the Board on the performance bonus to be awarded to the CEO (up to 10 per cent of annual salary).
- (8) Following the Board meeting, the HR Committee chair, the Past President (if different from the HR Committee chair), the President, and the President-Elect will meet with the CEO to advise of the performance bonus to be awarded. This meeting will also serve to ensure that the CEO is clear on his/her/their expectations for the year, to share general feedback from the interviews one-on-ones and to revisit, if required, opportunities for growth and development.

4.7.2 Annual compensation review

- (1) The HR Committee will annually review the compensation package of the CEO and, subject to the terms of the CEO's contract of employment, will make recommendations to the Board for approval.
- (2) If the Board approves a cost-of-living adjustment to the salaries of Engineers Canada employees, the base salary of the CEO will also be adjusted accordingly.
- (3) An external compensation consultant will be retained every three years to conduct a comprehensive compensation review of total compensation paid to the CEO and, subject to the terms of the CEO's contract of employment, will make recommendations to ensure that the compensation package reflects current best practices in compensation management. The total CEO compensation should be comparable to the market median (P50) of the relevant peer comparator group.
- (4) The HR Committee will prepare their recommendations to the Board, for ratification at the February Board meeting.
- (5) The CEO will be notified, in writing, of salary increase and bonus, if applicable, following the February Board meeting. The salary increase will be retroactive to January 1 of each year.

4 Role of the Board

4.11 Board management delegation

Date of adoption: May 25, 2018 (Motion 5701)

Review period: TriBiennial

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

- (1) The Board's sole official connection to the operational organization, its achievements, and its conduct, will be through the CEO. Accordingly:
 - a) Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the CEO;
 - b) Decisions or instructions of individual Directors, officers, advisors, or committees are not binding on the CEO except in rare instances when the Board has specifically authorized such exercise of authority; and,
 - c) Directors, officers, advisors, or committees (including the CEAB and the CEQB) may request information or additional assistance, but the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds or that are disruptive.

- (2) All Board authority delegated to staff is delegated through the CEO, so that all authority and accountability of staff is the responsibility of the CEO. Where authority and accountability has been delegated to staff, the Board authorizes the CEO to make all decisions required to develop and administer the activities within the policy direction which has been set by the Board. The Board will receive regular progress reports on any delegated area from the CEO. Accordingly:
 - a) The Board will refrain from giving instructions to persons who report directly or indirectly to the CEO;
 - b) The Board will refrain from evaluating, either formally or informally, any staff other than the CEO;
 - c) The Board will not express individual judgments of performance of the CEO or staff other than during participation in Board deliberations; and,
 - d) Directors shall not speak on behalf of the Board except to repeat explicitly stated Board decisions, unless authorized by the Board.

- (3) The Board will instruct the CEO, the CEAB, and the CEQB through its Strategic Plan and written policies that prescribe the organizational goals to be achieved and describe organizational situations and actions that form the boundaries of the CEO's authority. Accordingly:
 - a) The Board will develop a Strategic Plan instructing the CEO, the CEAB, and the CEQB to achieve certain results;
 - b) The Board will develop executive duty and limitation policies that prescribe the required activities of the CEO and limit actions and latitude that the CEO may exercise in achieving the

results specified in the Strategic Plan. The Board will never prescribe organizational means delegated to the CEO;

- c) The Board may change its Strategic Plan and Board policy 5, Executive ~~Duties~~ and ~~Limitations~~ policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO; and,
- d) The Board may obtain information from the CEO in respect of any of the delegated duties, except for data protected by privacy legislation.

4 Role of the Board

4.13 Individual Director assessment

Date of adoption: March 1, 2019 (Motion 5736)

Review period: Biennial

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

Date last reviewed: December 7, 2020

- (1) The purpose of Director assessments is to support the development of individual Directors, help them enhance their contribution to the Board, and enable them to have a more positive experience as an Engineers Canada Director. The individual Director evaluation process is conducted with the goals of:
- providing Board members with an opportunity to reflect on their contribution, and to receive feedback from their peers;
 - determining actions that can be taken to increase the value of Director contributions; and,
 - informing the President-Elect of the strengths, weaknesses, abilities and desires of individual Board members they will be leading in the coming year.

4.13.1 Assessment process

- (1) Three assessment processes are to be used by the Board:
- an ongoing tabulation of attendance at Board, committee, and task force meetings (to be included in every Board agenda book);
 - a self-assessment, to be completed by all Directors on an annual basis; and,
 - c a peer assessment, to be completed in alternate years for ~~half~~ some of the Board complement.
- (2) The peer- and self-assessments will be by electronic survey.
- (3) Both peer- and self-assessments shall be the responsibility of the Human Resources (HR) Committee. The following process will be used:
- The HR Committee shall prepare draft questionnaires for both the self- and peer-assessments~~;~~
 - The proposed questionnaires will be presented to the Board at the Winter (February) Board meeting for review and approval~~;~~
 - The questionnaires will be distributed after the Winter meeting and Directors shall complete the questionnaire(s) within two weeks of receipt~~;~~
 - Directors will be peer-reviewed in year two of their first mandate, and year one of their second mandate~~;~~
 - All ~~e~~Directors will be asked to peer review all those colleagues who are subject to the process in any given year~~;~~

- f) Individual results will be tabulated and provided to each individual Director and reviewed by the President-Elect~~;~~
 - g) As required, the President-Elect may arrange individual meetings or phone conversations with Directors to discuss the results. The agenda for these meetings may include:
 - i) Discussion of past performance, level of contribution, areas for improvement, and potential supports required by the Director (e.g. training);
 - ii) Identification of the Director's interests in future Board activities, as well as succession opportunities; and,
 - iii) An outline of next steps or agreement on an action plan.
 - h) The President-Elect may present the overall implications of these conversations to the:
 - i) HR Committee to inform the nomination process for Board committees and for new Directors; and~~,~~
 - ii) ~~to the~~ Past President to inform the nomination process for President-Elect.
- (4) Notwithstanding the above~~,~~ and given the purpose of supporting Director growth and development, the results of the assessments and the discussions between the President-Elect and individual Directors are to be treated as confidential.



5 Executive duties and limitations

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

Review period: ~~Tri~~Biennial

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

- (1) The CEO is responsible and accountable for achieving the deliverables of Engineers Canada's Strategic Plan as developed by the Board in consultation with the Regulators. The Board recognizes that it leads by giving the strategic direction and setting distinct policies that govern the actions of the CEO in achieving that strategic direction.
- (2) All Board authority delegated to staff is delegated ~~through the CEO, so that all authority and accountability of staff is the responsibility of the CEO. Where authority and accountability has been delegated to staff, the Board authorizes the CEO to make all decisions required to develop and administer the activities within the policy direction which has been set by the Board. The Board will receive regular progress reports on any delegated area from the CEO in accordance with Board policy 4.11, Board Management Delegation.~~
- (3) The CEO shall establish proper delegations of authority, including procurement and signing authority, with the intent of achieving appropriate segregation of corporate duties, oversight, and control.
- (4) The CEO shall not:
 - a) Cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics, or in conflict with the regulatory role of the engineering regulators~~;~~
 - b) Perform, allow, or cause any actions to occur which are contrary to the policies which have been set by the Board~~;~~
 - c) Disclose to the public confidential information leading to Board decisions~~;~~
 - d) Alter the organization's name or identity in any way~~;~~ and,
 - e) Permit presentations to be made to the media, which portray as Board policy information that is contrary to Board positions set out in Board policy.
- (5) In addition, the CEO shall:
 - a) Be accountable to the Board~~;~~
 - b) Keep the Board informed and supported in its work~~;~~
 - c) Develop a plan for Board approval for planned and emergency succession of the CEO position~~;~~
 - d) Be committed to ethical, businesslike, and lawful conduct, including the proper use of authority and appropriate decorum when acting as CEO of Engineers Canada~~;~~
 - e) Declare and avoid conflicts of interest~~;~~
 - f) Provide the administrative mechanism for official communication between the Board, all committees (including the CEAB and the CEQB) and task forces~~;~~

Commented [CM1]: This paragraph was removed since it is an exact duplication of wording that already exists in BP 4.11.



- g) Ensure that all items which are to be approved by the Board and which are administrated by the CEO, are brought to the Board on a timely basis;
- h) Maintain a register of key risks of the organization with regular monitoring and updates to the Board; and,
- ~~i) Ensure that the structured process described in Policy 9.3, Board Approved Products – National Position Statements is used in the development of such statements so that all statements have both Board approval and Regulator support.~~
- ii) Act as the Secretary of the Board or ensure that the Board assigns another person to do so (as per s. 1.1 of the Bylaw).

Commented [ES2]: Paragraph removed. It is a "follow the process set out in policy" statement, which isn't necessary or helpful.

5 Executive duties and limitations

5.4 Communication and support to the Board

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

Review period: ~~B~~Triennial

Date of latest amendment: May 22, 2020 (Motion 5851)

Date last reviewed: November 25, 2020

The CEO shall ensure that the Board is informed and supported in its work. Further, without limiting the scope of the above statement, the CEO shall ensure that:

- (1) The Board has reasonable administrative support for Board activities including, but not limited to, resources supporting the work of the Accreditation Board and the Qualifications Board in accordance with the Strategic Plan.
- (2) Progress reporting required by the Board is submitted in a timely, accurate, and understandable fashion:
 - a) An annual performance assessment report of progress against the outcomes and objectives set in the Strategic Plan:
 - i. Is provided to the Board in February for review and approval; and,
 - ii. Is submitted to the Members for information at the Annual Meeting of Members.
 - b) Interim performance assessment reports of progress against the outcomes and objectives set in the Strategic Plan for the first, second, and third quarters of each year are presented to the Board at the ~~May~~spring, ~~September~~fall, and ~~December~~late fall meetings, respectively.
- (3) Financial reporting is provided to the Board (having been first reviewed by the Finance, Audit, and Risk Committee), including:
 - a) Quarterly financial updates for the first, second, and third quarters;
 - b) A year-end statement of operations; and,
 - c) The annual audited financial statements, which the Board will approve for submission to the Members at the Annual Meeting of Members.
- (4) The Board is aware of volunteer policies and procedures.
- (5) The Board is provided with the results of employee engagement surveys, and action plans to address any issues raised therein (having first been reviewed by the Human Resources Committee).
- (6) The Board is aware of any actual or anticipated non-compliance with policies, including when, in the CEO's opinion, the Board is not in compliance with its own policies.
- (7) The Board is aware of any incidental information it requires, including anticipated media coverage, threatened or pending lawsuits, and material or publicly visible external and internal changes or events, including changes in executive personnel.

- |
- (8) No individual Board members are favoured or privileged over others, except when fulfilling individual requests for information or responding to Officers or Committees who are duly charged by the Board.
 - (9) No Board Directors are appointed to operational committees.



5 Executive duties and limitations

5.5 Asset protection

Date of adoption: May 24, 2019 (Motion 5693)

Review period: ~~Tri~~Biennial

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

- (1) The CEO shall ensure that corporate assets are protected, adequately maintained and not unnecessarily risked.
- (2) Further, without limiting the scope of the above statement, the CEO shall ensure that:
 - a) The organization is insured against theft and casualty losses and against liability and travel-related losses to Board members, volunteers, employees, or the organization itself and the Board is aware of any material changes to the above insurance coverage-;:
 - b) All insurance policies are reviewed annually to ensure adequate organizational coverage is in place-;:
 - c) The organization, its Board and committee members, volunteers, and staff are not unnecessarily exposed to claims of liability-;:
 - d) Uninsured personnel do not have access to material amounts of funds-;:
 - e) Funds are received, processed, and disbursed subject to sufficient controls that meet the standards of the Canadian accounting practices-;:
 - f) The organization has a Business Continuity Plan to help ensure that Engineers Canada's processes and services can continue during a time of disruption ~~disaster plan that includes both mitigation and recovery-;:~~
 - g) Purchases are not made without due consideration to quality, after-purchase service, value for dollar, and opportunity for fair competition-;:
 - h) Purchases are not made without normally prudent protection against conflict of interest-; and,
 - i) Intellectual property, information, and files are not exposed to loss or significant damage.

Commented [GM1]: Adjusted to reflect the actual name of the Plan

6 Engineers Canada Board committees and task forces

6.2 Board, committee, and task force chair assessment

Date of adoption: February 26, 2020 (Motion 5830)

Review period: ~~Annual~~ Biennial

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

(1) The purpose of chair assessment is to give all Board, committee, and task force members an opportunity to evaluate and discuss their respective chair's performance from multiple perspectives. The ultimate objectives are greater efficiency in the use of the volunteers' time. The assessments also serve as an opportunity to support the training and development of leadership for individuals who have agreed to serve as chairs of the:

- Engineers Canada Board;
- Canadian Engineering Accreditation Board (CEAB);
- Canadian Engineering Qualifications Board (CEQB);
- Finance, Audit, and Risk Committee;
- Governance Committee;
- Human Resources Committee; and,
- Any task force established by the Board.

(2) The chair evaluation process is conducted with the goals of:

- a) providing chairs with an opportunity to reflect on their contribution as they receive feedback from their peers; and,
- b) informing the President-Elect of the strengths, weaknesses, abilities, and desires of current Board, committee, and task force chairs to be used for succession planning.

6.2.1 Chair responsibilities

(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;
- b) Reviewing committee minutes and briefing notes;
- c) Developing, monitoring, and delivering on the work plan, with support from staff;
- d) Providing updates on the committee's activities to the Engineers Canada Board;
- e) Directing committee deliberations that are timely, fair, orderly, thorough, and efficient; and,
- f) Addressing issues arising with and between committee members.

(2) Additional responsibilities specifically related to the CEAB and CEQB chair roles are listed in policies 6.9 and 6.10 respectively.

6.2.2 Chair competencies

- (1) To deliver on these 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) Ability to build consensus;
 - b) Understanding and ability to working within the Engineers Canada governance model;
 - c) Understanding ~~thee of the~~ broader strategic context;
 - d) Communications skills and relationship management with key internal and external stakeholders including the CEAB, the CEQB, the Regulators, the CEO Group, the officials' groups and Engineers Canada staff; and,
 - e) Work ethic, commitment, and ability to meet deadlines.
- (2) Additional competencies specifically related to the CEAB and CEQB chair roles are listed in policies 6.9 and 6.10 respectively.

6.2.3 Informal assessment process

- (1) To assist Board, committee and task force chairs in obtaining timely, meeting-specific performance feedback from their members, chairs should make efforts to add time at the end of each meeting to conduct an informal meeting evaluation, soliciting constructive and open input from meeting participants.
- (2) The structure of the informal meeting evaluations shall be left to the discretion of the chairs, and may focus on obtaining feedback related to the chairs' facilitation skills and meeting preparedness, as well as what went well for the meeting and what could be improved for future meetings.

6.2.4 Formal assessment process

- (1) The chair assessment process is done annually via peer-assessments, delivered by electronic survey. Chair assessments shall be the responsibility of the HR Committee, using the following process:
 - a) ~~In or around October, t~~The HR Committee shall prepare draft questionnaires for the chair assessments.
 - b) The proposed questionnaires will be presented to the Board at the December Board meeting for review and approval.
 - c) The questionnaires will be distributed after the December meeting and Directors and committee members shall complete the questionnaire(s) within two weeks of receipt.
 - d) All committee members and Directors will be asked to peer review any acting-chairs with whom they that directly impact their work in the given year.
 - e) Individual results will be tabulated and provided to each individual chair and reviewed by the President-Elect.
 - f) ~~As required, t~~The President-Elect may arrange individual meetings or phone conversations with chairs to discuss the results. The agenda for these meetings may include:
 - i. Discussion of past performance, level of contribution, areas for improvement, and potential supports required by the chair (e.g. training);

- ii. Identification of the chair's interests in future Board activities, as well as succession opportunities and suggestions; and
 - iii. An outline of next steps or agreement on an action plan.
- g) The President-Elect may present the overall implications of the assessments and conversations to the:
- i. HR Committee to inform the nomination process for Board committees, and
 - ii. The Past President to inform the nomination process for President-Elect.

Notwithstanding the above, discussions between the President-Elect and individual chairs are confidential.



7 Board policies

7.11 Consultation

Date of adoption: December 9, 2019 (Motion 5808)

Review period: ~~Tri~~Biennial

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

- (1) According to ~~Board p~~Policy 4.1, *Board Responsibilities*, the Board must “sustain a process to engage with Regulators through regular communication that facilitates input, evaluation, and feedback.” Engineers Canada’s effectiveness is greatest when the Regulators’ decision-makers are well informed, consulted, and regularly updated on Engineers Canada’s activities and issues. This is accomplished through engagement by each Director of their home ~~R~~Regulator (as per ~~Board p~~Policy 4.2, *Directors’ Responsibilities*), and formal Consultation by the Board with ~~Regulators and Key Stakeholders~~. This policy provides guidance on the Consultation process used at Engineers Canada.
- (2) Further, without limiting the scope of the above statement:
- a) Engineers Canada will consult with Key Stakeholders when developing new ~~initiatives-programs,~~ products, services, or making significant modifications to existing ones.
 - b) The purpose of Consultation is to ensure that the Board’s decision-making aligns with the needs and requirements of the Regulators.
 - c) The President-Elect shall provide oversight and guidance to the Engineers Canada consultation process with Regulators and other Key Stakeholders whose input is vital to the Board’s work.
 - d) The President-Elect shall, annually, review the Board’s Consultation plan (prepared by staff) and present it to the Board for approval.
 - i. The Consultation plan shall include the topic of Consultation, the proposed dates and duration for each Consultation, and the Consultation method(s).
 - e) Staff shall consult on operational matters while the Board shall consult on strategic matters.
 - f) The Consultation plan is distributed to the Regulators annually, to allow them to plan internal resources.
 - g) To the extent possible, all Consultations shall be pre-planned on an annual basis.
 - h) Consultations may take place face-to-face, online, via email, or by any combination thereof.
 - i) Consultations shall be transparent and accessible:
 - i. Prior to the Consultation, participants shall be provided with background information regarding the topic of Consultation, the aim of the Consultation, and the specific questions to be asked. This material shall also be posted on the Consultation website-;
 - ii. All feedback received during the Consultation shall be documented, attributed (to the extent possible), and shared with all participants. This material shall also be posted on the Consultation website-;
 - iii. Responses and descriptions of the resulting actions taken by Engineers Canada shall be provided for all feedback. This material shall be posted on the Consultation website-; and,

Commented [JC1]: This addition was proposed by the Governance Committee, it was felt that this provided additional context that was helpful to the reader.



- iv. The Consultation website shall include a list of all current, previous, and future Consultations.



6 Engineers Canada Board committees and task forces

6.12 Human Resources Committee terms of reference

Date of adoption: May 24, 2019 (Motion 5756) *Review period: Biennial*
Date of latest amendment: May 22, 2020 (Motion 5851) *Date last reviewed: November 17, 2020*

The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by ~~attracting new volunteers overseeing the timely delivery of the Director onboarding and development program~~ and monitoring and assessing the performance of the Board, ~~Board~~ Committees, Directors, and the CEO so that Engineers Canada can deliver on its mandate.

6.12.1 Responsibilities

- (1) The HR Committee is tasked to fulfill ~~the following~~ Board responsibilities #1:
- a) ~~Hold itself, its directors, and its dDirect rReports accountable, and Board responsibility #6:~~
 - b) ~~Provide orientation of new directors and continuing development of directors and others who work closely with the Board.~~
- (2) In carrying out these responsibilities, ~~t~~The HR committee shall:
- a) ~~In consultation with each outgoing Committee chair, annually~~ Nominate new ~~c~~Committee members and recommend ~~c~~Committee chairs annually, as per Board policy 6.1, *Board Committees and Task Forces*;
 - b) ~~Regularly~~ Annually review policies which provide for the sound management of Engineers Canada's volunteers and personnel;
 - c) Establish, administer, and annually review ~~C~~competency ~~P~~profiles for the Board, individual Directors, and chairs;
 - d) Provide oversight of the Director onboarding and development program;
 - e) Annually review succession ~~planning-plans~~ for the CEO, the Board, and ~~its Board~~ ~~c~~Committees;
 - f) Annually confirm succession plans for the direct reports to the CEO;
 - g) Develop and recommend annual objectives for the CEO to the Board;
 - h) Conduct regular CEO assessments and make recommendations to the Board regarding annual CEO compensation; and,
 - i) Review results of the employee engagement survey.

Commented [ES1]: Changed to align with BP 4.1, which was updated (Dec. '21) and changed the wording of the Board responsibilities.

Commented [ES2]: Revised to reflect existing practice, where outgoing committee chairs are not automatically consulted. The primary source for determining cttee appointments is the self-assessment survey



6.12.2 Authority

The Committee has the authority to recruit or contract external resources to assist with its work within the ~~b~~Budget allocated by the Board.

6.12.3 Composition

- (1) The HR Committee is comprised of the President, President-Elect, and Past President, as well as a member from the CEO Group and a minimum of two other Directors, all of whom are voting members.
 - a) The Past President normally serves as chair of the Committee, unless the HR Committee decides otherwise.
 - b) The outgoing HR Committee shall, annually, nominate at least two Directors and one alternate to the next year's HR Committee. The alternate Director shall only serve if one of the other Directors is elected by the Board as President-Elect.
- (2) Quorum shall be set at 50 per cent of the members plus one.
- (3) The Engineers Canada's Director of Human Resources shall provide support to the HR Committee.



7 Board policies

7.13 Vaccination for In-Person Meetings

Date of adoption: December 13, 2021 (Motion 2022-09-4D)

Review period: Annual

Date of latest amendment: September 29, 2022

Date last reviewed: September 29, 2022

7.13.1 Purpose and scope

- (1) COVID-19 vaccines have been approved by Health Canada and are available to all working-age Canadians. According to public health information, COVID-19 vaccines are a safe method of giving individuals added protection against the effects of the COVID-19 virus and its variants and are an additional measure for limiting the risk of contracting and spreading the virus. Health Canada recommends that all Canadians should be up-to-date with their vaccines.
- (2) COVID-19 remains a serious health risk in our communities. The ongoing spread of variants of concern means that individuals and organizations must make every reasonable effort to protect against the virus. When the Engineers Canada Board and Board committees meet in-person, it is important to consider all available infection control measures to protect Engineers Canada's volunteers, staff, meeting observers, and the broader community.
- (3) Engineers Canada is mandating that all Board members, Board committee members, Engineers Canada staff, and any invited guests who attend Engineers Canada's in-person meetings and events (hereinafter, "meeting attendees") have received the full series of a COVID-19 vaccine, with the rare exception of those individuals who cannot be vaccinated due to a permitted exemption. This vaccination policy for in-person meetings (the "Policy") describes requirements for disclosure of vaccination status and outlines the acceptable alternatives to infection control measures for those who are unvaccinated due to a medical reason.
- (4) This Policy applies to all meeting attendees in respect of their participation at in-person meetings and events hosted by Engineers Canada, including, without limitation, meetings of the Board, the Members, the CEAB, the CEQB, the CEO Group, the Presidents Group, Officials Groups and any other related or ancillary meetings and events (hereinafter, "Engineers Canada meetings and events").
- (5) All external agencies, third-party service providers and independent contractors who attend Engineers Canada meetings and events shall be informed of this Policy and of Engineers Canada's expectation that they respect this policy.
- (6) From time to time, this Policy may be updated, as necessary, based on new public health guidance, new legal requirements, or other changing circumstances related to the COVID-19 pandemic. Engineers Canada will be guided by public health information, legislative requirements, and its existing legal obligations under, among other things, the Occupational Health and Safety Act (Ontario) and the Human Rights Code (Ontario).

Commented [CM1]: The Governance Committee agreed to review this policy at each meeting since the COVID-19 situation is constantly evolving. Committee members shared their views on whether to maintain the policy or recommend it be rescinded. Ultimately, there was agreement that since the virus still presents a threat to public health and safety, the policy should be maintained for now, with the committee continuing to review it at each meeting.

There was a discussion on what constitutes the "required number" or "full series" of vaccine doses and it was agreed that the following wording would be added to paragraph (1), which states the Chief Medical Officer's current position that "Health Canada recommends that all Canadians should be up-to-date with their vaccines."



7.13.2 Attestation and disclosure requirements

- (1) Commencing January 1, 2022, prior to attending any of Engineers Canada meetings and events, meeting attendees shall be required to provide Engineers Canada with one of the following:
 - a) Proof of vaccination:
 - i. proof of all required doses of a COVID-19 vaccine approved by Health Canada, which must have been received by the meeting attendee at least 14 calendar days before the Engineers Canada meeting and event;
 - or
 - b) Written confirmation from a physician or a nurse practitioner that demonstrates that:
 - i. there is a medical reason the meeting attendee cannot be vaccinated against COVID-19; and,
 - ii. The effective time for which the medical reason is expected to persist.

If the medical reason which precludes vaccination is temporary, the meeting attendee shall provide confirmation of COVID-19 vaccination as soon as reasonably possible after that temporary period has concluded.
- (2) At least two (2) weeks prior to the Engineers Canada meeting and event with which the meeting attendee wishes to attend, they will be asked to attest to their vaccination status.
- (3) Meeting attendees will be required to provide proof of their vaccination status or a written confirmation of a medical exemption at or at some point prior to the Engineers Canada meeting and event which they wish to attend.

7.13.3 Alternative infection control measures

- (1) Any meeting attendee who is unvaccinated due to a medical reason may be required to adhere to alternative health and safety measures, which may include submitting to regular rapid antigen testing for COVID-19, and disclosing verification of negative results, while they are attending any Engineers Canada meetings and events.
- (2) As part of its duty to accommodate, Engineers Canada will cover the costs of any such testing.

7.13.4 Existing infection control measures

- (1) The disclosure requirements and alternative infection control measures are in addition to the existing infection control measures Engineers Canada implements for its meetings. All meeting attendees are required to comply with such additional infection control requirements, as may be altered and updated from time to time in accordance with prevailing public safety advice and guidelines, including, for example:
 - a) Daily screening for COVID-19 symptoms;
 - b) Following proper hygiene protocols;
 - c) Physical distancing; and,
 - d) Masking when indoors and in close proximity to others.



7.13.5 Non-compliance

- (1) Compliance with this Policy is critical to Engineers Canada's efforts to control the risks of COVID-19 when holding its meetings and events in-person.
- (2) A meeting attendee who fails to comply with this Policy, within the timelines set out in the Policy, may not be permitted to attend Engineers Canada meetings and events.

7.13.6 Privacy

- (1) Engineers Canada is committed to protecting the privacy and security of meeting attendees' personal information. All information reported under this Policy will be treated as confidential and will be used or disclosed only by those Engineers Canada staff tasked with implementing this Policy for the purposes of administering infection control procedures in respect of Engineers Canada meetings and events.
- (2) All meeting attendees' personal information will be collected, used, and disclosed in accordance with Engineers Canada's privacy policy. Moreover, the information collected under this Policy will only be kept as long as required to meet the stated purpose, and all vaccination status records will be retained, accessed, and disposed of in a secure manner.
- (3) Other than those Engineers Canada staff tasked with implementing this Policy, no one should ask or require another meeting attendee to disclose their vaccination status or their reasons for not being fully vaccinated, nor should they engage in any reprisal against one another.

7.13.7 Statistical information

- (1) Notwithstanding its obligations to safeguard the confidentiality of all information received under this Policy, Engineers Canada may collect, maintain and, upon request, disclose the following statistical information:
 - a) The number of meeting attendees who attested to being fully vaccinated against COVID-19;
 - b) The number of meeting attendees who provided proof of being fully vaccinated against COVID-19; and
 - c) The number of meeting attendees who provided a documented medical reason for not being fully vaccinated against COVID-19.

7.13.8 Administration

- (1) Engineers Canada will maintain and revise this Policy as required in response to public health guidance and the evolving conditions of the COVID-19 pandemic.
- (2) On behalf of the Engineers Canada Board, staff shall be responsible for the administration of this Policy, including the collection, use, disclosure, retention, and disposal of the vaccination status of meeting attendees.

BRIEFING NOTE: For decision

Chair assessment		4.3
Purpose:	To approve content of the survey for 2022 chair assessments as per Board policy 6.2, <i>Board, Committee, and Task Force Chair Assessment</i>	
Link to the Strategic Plan/Purposes:	Board responsibility: Hold itself and its Direct Reports accountable Board responsibility: Provide orientation of new Directors, and continuing development of Directors and others who work closely with the Board	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<i>THAT the Board, on recommendation of the HR Committee, approve the content of the chair assessment survey.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Evelyn Spence, General Counsel and Corporate Secretary	
Presented by:	Mike Wrinch, Director from British Columbia, and Chair of the HR Committee	

Problem/issue definition

- This is the fourth year that the Engineers Canada Board will be implementing annual assessments for Board committee chairs.
- The assessment survey, as developed and provided in Appendix 1, was created in accordance with Board policy 6.2, *Board, Committee, and Task Force Chair Assessment*. It also takes into consideration some of the comments that were made by Board members at the June 2022 Strategic Workshop in Mont Tremblant, where it was suggested that respondents should be prompted to provide a more fulsome narrative with their feedback.
- Delivery of the assessment results is the responsibility of the President-Elect.

Proposed action/recommendation

- That the survey be reviewed and approved for implementation.

Other options considered

- None.

Risks

- Not implementing the assessments for chairs would put Directors and the organization at risk in terms of compliance with policies.

Financial implications

- None. The chair assessments will be administered by staff in 2022.

Benefits

- Measuring the actions of chairs will have the following benefits:
 - Increased effectiveness of the Board as a governing body.
 - Opportunity for chairs to reflect on their contributions, and to receive feedback from their peers.
 - Opportunity to identify actions that can be taken to increase the value of committee and chair contributions.
- Results will inform development opportunities.

Consultation

- The survey has been created in accordance with Board policies 6.1, *Board Committees and Task Forces* and 6.2, *Board, Committees, and Task Force Chair Assessment* and was approved by the HR Committee at their meeting on September 8.

Next steps (if motion approved)

- Staff will launch the surveys and circulate to Directors and committee members for completion. The survey will be open for two full business weeks.
- Once the survey closes and tabulated reports have been prepared, the President-Elect, or their designate, will review and deliver the reports to the chairs.
- Following delivery of the reports, discussions with the President-Elect, or their designate, will be scheduled if requested by the chairs.

Appendix

- **Appendix 1:** Structure and content of the 2022 chair assessment survey

Appendix 1 - Structure and content of the 2022 chair assessment survey

Background

The purpose of this exercise is to measure the performance of chairs, who are required to meet specific competencies and responsibilities. The assessment process facilitates succession planning for the Board, task forces and committees, in addition to providing personalized feedback for the individuals holding the chair roles. This assessment is developed using existing Board policy 6.1, *Board Committees and Task Forces* and 6.2, *Board, Committees, and Task Force Chair Assessment*.

Chair assessments take place annually and the distribution of each assessment is as follows:

Subject of assessment	Survey recipients
Canadian Engineering Accreditation Board (CEAB) chair	CEAB committee members, Engineers Canada Board
Canadian Engineering Qualifications Board (CEQB) chair	CEQB committee members, Engineers Canada Board
Finance, Audit, and Risk Committee chair	Committee members, Engineers Canada Board
Governance Committee chair	Committee members, Engineers Canada Board
Strategic Planning Task Force (SPTF) chair	SPTF members, Engineers Canada Board
Collaboration Task Force (CTF) chair	CTF members, Engineers Canada Board
Human Resources Committee chair	Committee members, Engineers Canada Board
Engineers Canada Board chair	Engineers Canada Board, CEAB and CEQB chairs

How will the results be used?

Due to the 1-year terms for committees, this assessment will provide the individual chairs with feedback on their performance rather than influencing operations of the current committee or task force. Unless otherwise marked as confidential, open-ended feedback is shared, unattributed, with the individual chair being assessed. Please ensure that comments are typed out in full so they can be properly shared with the individual (i.e. refrain from using “as above”, etc.).

Following the close of the survey period, the President-Elect or their designate will provide each chair with a report that includes the tabulated responses and the open, unattributed feedback. Each chair has the option of scheduling a discussion with the President-Elect, or their designate, to discuss their individual results. This meeting is optional, and would focus on:

- Development opportunities: areas for improvement and potential supports required by the individual
- Involvement opportunities: Identification of the individual’s interests in future Board contributions and roles, as well as succession opportunities

Measuring chair competencies

The following competencies have been identified in Board policy 6.1, *Board Committees and Task Forces* in addition to the competencies established in Board policy 4.8, *Board Competency Profile*, as competencies that a chair should demonstrate to fulfill their role.

Considering their performance as chair, please rate the competency (i.e. the skill, knowledge and ability) demonstrated by the chairs in the following areas, using this scale:

- 3** – demonstrates a high degree of competency
- 2** – demonstrates a moderate degree of competency
- 1** – demonstrates a limited degree of competency
- 0** - Not able to measure

Chair competency	EC President	Chair of GC	Chair of HR	Chair of FAR	Chair of SPTF	Chair of CTF	Chair of CEAB	Chair of CEQB	Comments
1.1. Ability to build consensus									
1.2. Ability to understand and work within the Engineers Canada governance model									
1.3. Ability to understand the broader strategic context									
1.4. Demonstration of communications skills and relationship management with key external stakeholders (e.g. with the CEAB, the CEQB, the Regulators, the CEO Group, the officials' groups and Engineers Canada staff)									
1.5. Work ethic, commitment, and ability to meet deadlines									

Measuring chair responsibilities

Chairs work closely with staff at Engineers Canada to provide leadership and are expected to take on the following responsibilities, among others, in their role (as per Board policy 6.1, *Board committees and task forces*). Please measure the level of skill demonstrated by the chairs within the following areas of responsibility, using this scale:

- 3** – demonstrates a high level of skill
- 2** – demonstrates a moderate level of skill
- 1** – demonstrates a limited amount of skill
- 0** - Not able to measure

Chair responsibility	EC President	Chair of GC	Chair of HR	Chair of FAR	Chair of SPTF	Chair of CTF	Chair of CEAB	Chair of CEQB	Comments
2.1. Chairing meetings and setting the [Board / committee] agenda									
2.2. [For committee chairs only] Delivering on the work plan									
2.3. [For committee chairs only] Providing updates on the committee’s activities to the Engineers Canada Board									
2.4. Directing committee deliberations that are timely, fair, orderly, thorough, and efficient									
2.5. Addressing issues arising with and between committee members									
2.6. Facilitating feedback discussions / meeting evaluations that encourage open dialogue and promote continual growth and improvement									

General comments

Do you have any comments or feedback you would like to share with regards to the [EC President / Chair of Governance / Chair of HR / Chair of FAR / Chair of CTF / Chair of SPTF / Chair of CEAB / Chair of CEQB]? Please provide feedback that is constructive and specific, aimed at improving chair performance and ensuring greater efficiency in the use of volunteers’ time.

General comments will be shared with the individual chair, unattributed, unless clearly indicated as confidential (i.e. intended only for the President-Elect) in your comments.

BRIEFING NOTE: For information

International student exchanges update		4.4
Purpose:	To provide an update on the CEAB's efforts to remove accreditation barriers to students going on international exchange	
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering programs	
Link to the Corporate Risk Profile:	Decline in the value of accreditation (Board risk)	
Prepared by:	Paula Klink, CEAB Chair Stephanie Price, Executive Vice President, Regulatory Affairs Mya Warken, Manager, Accreditation and CEAB Secretary	
Presented by:	Darlene Spracklin-Reid, Senior Director Appointee, CEAB	

Background

- The CEAB accreditation process examines whether the requirements for minimum curriculum content are satisfied by each student. This is often referred to as the 'minimum path'; the set of courses which provide the least number of accreditation units (AUs, our measure of content) within each curriculum content category. Several criteria explicitly require instruction by licensed faculty members. These criteria are colloquially referred to as 'specified AUs'.
- Engineering Deans Canada (EDC) expressed concerns that specified AUs inhibit international student exchanges and has submitted a proposal to the CEAB to facilitate international exchanges via an exception to the specified AU requirements while the 2022-2024 Strategic Priority to [Investigate and validate the scope and purpose of accreditation](#) is underway. This proposal was supported by the CEO Group, with constraints.
- At their September 17, 2022 meeting, the CEAB agreed in principle with a time- and situation-limited exception to relax the specified AU requirements for students who participate in international exchanges. The CEAB's Policies and Procedures (P&P) Committee was instructed to strike a working group to frame an interim proposal on international student exchange for consideration by the CEAB.
- In a letter dated October 3, 2022, Engineers Canada President, Kathy Baig, emphasized the expectation of the Board that the CEAB will resolve the issue at its February 3-4, 2023 meeting, citing Regulator frustration over the lack of progress on this issue over the past five years. The Board has requested regular updates on progress which is reflected in the timeline section below.
- **Summary of EDC's proposal:** The EDC has proposed that, after careful examination of the course syllabus of the exchange course by an instructor who is both licensed to practice in Canada and in charge of evaluating the equivalency of the course at the higher education institution (HEI), the instructor would approve that the course is an acceptable substitution to the equivalent course offered at the HEI. The corresponding engineering science and engineering design units would count towards the minimum path for graduation. Courses deemed effectively equivalent in academic content by a licensed faculty member will therefore also be deemed equivalent in AU content, if successfully completed by the student on exchange, and without the need for additional administrative efforts. The approvals are subsequently authorized following the established practice for course equivalencies at the HEI.

Status Update

- In October, the CEAB's P&P and Executive committees developed terms of reference and formed a working group to address this issue. The working group has a mandate to propose to the CEAB a time-limited (until completion of Strategic Priority 1.1) and situation-limited (only applying to students on international exchanges) exception to the CEAB accreditation criteria and/or policies to resolve accreditation barriers to students going on international exchange. Working group members include:
 - Paula Klink, Working Group Chair
 - Ray Gosine, member, P&P representative
 - James Lee, member
 - James Olson, member, EDC appointee
 - Al Stewart, member
- The working group has met twice to review all materials and develop an understanding of the issues and history.
- On October 23rd the working group held an in-person workshop with members of the P&P Committee and the DLC. The workshop was designed to be collaborative and goal-oriented with three breakout groups.
- Workshop participants considered, among other materials, EDC's *Request for Reconsideration of the Proposal for the Evaluation of Courses Completed on International Exchange* and direction received from the CEO Group this summer on the same issue.
- The workshop developed a common understanding of the core issues, brainstormed on the written guidance that will be provided to programs and CEAB visiting teams, and identified ways to evaluate the success of this work in removing accreditation barriers to students going on international exchange.

Next steps

- The working group will now use the outputs from this session to frame an interpretive statement to be published in the *2023 CEAB Accreditation Criteria and Procedures*.
- The working group is scheduled to meet three more times between now and November 30. In addition, they will collaborate asynchronously between meetings.
- The CEAB Secretariat will work closely with the Corporate Secretary and others to ensure that the CEAB seeks any necessary approvals from the Engineers Canada Board.
- Work is on track to submit the final proposal to the CEAB for approval at the February 2023 meeting.
- The CEAB Chair will update the Board on progress made at the December 12 meeting.

Appendix

- None.

BRIEFING NOTE: For information

Collaboration Task Force update		5.7
Purpose:	To provide an update on the work of the Collaboration Task Force and to share the position paper on strengthening collaboration and harmonization (“Position Paper”)	
Link to the Strategic Plan/Purposes:	Strategic Priority 1.2 – Strengthen collaboration and harmonization	
Link to the Corporate Risk Profile:	Diminished national collaboration (Board risk) Client satisfaction (operational risk) Reputation (operational risk)	
Prepared by:	Stephanie Price, Executive Vice President, Regulatory Affairs Megan Falle, Manager, Regulatory Liaison Emily McParland, Planning, Event and Change Practitioner	
Presented by:	Christian Bellini, Director from Ontario, and Chair, Collaboration and Harmonization Taskforce	

Background

- The 2022-2024 Strategic Plan includes Strategic Priority 1.2 (SP1.2) which is to strengthen regulatory collaboration and harmonization.
- SP1.2 requires consultation with many levels at the Regulators to capture their perspectives on national regulatory collaboration and harmonization so that Engineers Canada can better understand its role and mandate in this area.

Status update

- The Collaboration Task Force has met several times since it formed in June 2022 to draft and finalize its Position Paper. This Position Paper is intended to serve as a background information piece for participants of the upcoming regional Consultations. It summarizes the known issues and previous discussions on this topic, in addition to providing the questions and topics for discussion at the regional Consultations.

Next steps

- The Collaboration Task Force is sharing the Position Paper with the Board for their information.
- Engineers Canada will consult with each Regulator’s decision makers in-person from January to June, 2023. Members of the task force, Engineers Canada staff, and consultation expert consultants (Hill and Knowlton) will be conducting and taking part in these sessions. The topics covered at the sessions will include the following types of questions:
 - Is regulatory harmonization a priority for you? If yes, in what areas of regulation and under what conditions?
 - Where is enhanced collaboration and/or partnership more appropriate?
 - What is the role you wish to see Engineers Canada play within this Strategic Priority?
- Engineers Canada will schedule the regional Consultations with each Regulator. Each Regulator will determine the decision makers who will be invited to their Consultation. Engineers Canada Board Directors are encouraged to coordinate with their Regulator’s CEO to take part in these Consultation sessions.

- Following each Consultation, a summary of discussions will be shared with all Regulators and the Board for visibility.
- A national Consultation will take place in October 2023 with all Engineers Canada Board Directors, all Regulator CEOs and council presidents so they can hear from each other and establish a path forward.

Appendix

- **Appendix 1:** Position Paper on Strengthening Collaboration and Harmonization



Position Paper on Strengthening Collaboration and Harmonization

Prepared by the Collaboration Task Force

October 25th, 2022

Introduction

This paper is one of the many deliverables related to Engineers Canada's "[A Vision for Collaboration: 2022-2024 Strategic Plan](#)". This relates to Strategic Priority 1.2, "*Strengthen Collaboration and Harmonization*" and is directly aligned with the vision of Engineers Canada to advance Canadian engineering through national collaboration.

The main goal of this strategic priority is for Engineers Canada to get clarity on their mandate for regulatory harmonization and to identify areas for future harmonization and greater collaboration amongst the 12 engineering Regulators in Canada. This will help Engineers Canada identify valuable work, prioritize activities, and understand their primary clients better- all leading to greater Regulator satisfaction.

To achieve this strategic priority, Engineers Canada will be holding a consultation with each Regulator's decision makers on the content and questions included in this paper. Each Regulator will be able to decide who they would like to participate in their respective Consultation. A summary report will then be developed after each Consultation. The Consultations will then be culminated into one national Consultation with all 12 engineering Regulators, taking place at the 2023 Engineers Canada Fall Board meeting.

Following the national Consultation work, the intention is to seek each Regulator's signature on a "Statement of Collaboration and Harmonization" which will formalize the mandate of Engineers Canada on whether they are to seek and advance harmonization projects and initiatives and in what regulatory areas.

Background

Engineering, along with many other professions in Canada, is regulated provincially and territorially per each jurisdiction's respective legislation, policies, and procedures. This structure has many benefits as it allows each jurisdiction to regulate in a manner that is tailored to the individual size, conditions, language, politics, and culture in their jurisdiction. Additionally, it allows the flexibility for jurisdictional differences such as some authorities regulating geoscience as well as engineering. Finally, it ensures that engineering regulation can remain in touch with the specific needs and requirements of individual engineers in that jurisdiction and ultimately, the public that they serve. However, jurisdictional regulation can also lead to duplication of work, unnecessary red tape with mobility, and increased confusion to registrants and public.

Many of these issues could be addressed with an increased use on Engineers Canada and its role as a central liaison to the twelve engineering Regulators. One of Engineers Canada's main purposes is to

facilitate and foster working relationships both between Engineers Canada and the Regulators as well as amongst the Regulators themselves. This function could be expanded with a specific mandate of how to better foster these working relationships and by obtaining clarity in what regulatory areas Engineers Canada should be promoting or suggesting projects, ideas, or initiatives.

In preparation for this strategic priority, Engineers Canada identified the following gaps related to regulatory harmonization and collaboration:

- Many Regulators express a desire for greater harmonization, but it is unclear what is meant by harmonization, and what the specific targeted outcomes of harmonization are (does harmonization mean 100% nationally consistent?);
- Engineers Canada has proposed many elements for harmonization, and yet cases of successful collaboration leading to national harmonization are infrequent;
- Engineers Canada does not have clear direction as to whether its role is to actively lead harmonization, promote it, or to provide support to Regulators when they request it;
- Engineers Canada has not confirmed priority areas for regulatory harmonization (examples include licensure, professional practice, enforcement, discipline);
- Engineers Canada does not fully know what the barriers to harmonization are: Legislative? Regulatory? Personality? Authority/accountability? Change resistance? All of the above?;
- There are several levels of ‘decision makers’ regarding Engineers Canada activities (i.e., Regulator staff, Regulator CEOs, Regulator councils, Engineers Canada Board) and not all decision makers have a full understanding of the complexities involved with collaboration and harmonization activities or the inner workings of each of the Regulators. This makes it difficult to achieve agreement or understanding around what is feasible and what should be prioritized.

In preparation for this strategic priority, Engineers Canada embarked on a “lessons learned” Consultation with its three “Officials Groups”: the National Admissions Officials Group, National Practice Officials Group and National Discipline and Enforcement Officials Group. The purpose of these sessions was to understand what regulatory harmonization and collaboration initiatives have been successful in the past and if there were any trends or learning opportunities that could be applied to the future.

These sessions resulted in the following recommended regulatory conditions needed for success in regulatory harmonization and collaboration:

- Effective communication that allows Regulators to see and share what information they hold as a group (no one Regulator or individual has all the answers);
- Not taking an all or nothing approach; harmonization may not require unanimity. There is a tendency to try to make things perfect and satisfy the desires of each Regulator instead of agreeing that there may not be full agreement on a solution. A reasonable outcome that will work to meet most needs may still be worth advancing.
- Formalizing what collaboration looks like from the start such as implementing a Memorandum of Understanding that outlines expectations;
- Using a small group of Regulators to develop and advance a project or idea and then bringing it back to full group for review and feedback;
- Active participants from all representatives across the country who come with a willingness to seek change and share ideas and work on new things;
- Linking projects to the Regulator’s strategic plans to ensure there is interest and resources in that area;

- Understanding early on what each Regulator's 'boundaries' are so that everyone knows what isn't possible. This means there needs to be clear goals and end products defined so any jurisdiction can flag major roadblocks early on.

Consultations with the Officials Groups also noted the following conditions that have created barriers to successful regulatory harmonization and collaboration:

- Legislative differences or differences in interpretation of legislation (i.e., privacy legislation);
- Lack of resources;
- Participants not voicing concerns/opposition until the very end of the process;
- Taking on too many things at once.

Regulator participants also noted that the future of regulatory harmonization and collaboration should take advantage of the following methods:

- Leveraging a variety of implementation tactics
 - Having plans for implementation at smaller Regulators that include the support of common resources or centralized resources.
 - Identify one Regulator to lead on a project with substantial support from Engineers Canada. This has been a successful model because it meant Regulators were using the product/tool right away.
- Planning and innovation
 - A focus on innovation and having an innovation mindset.
 - Instead of looking at reasons why we can't, we should be looking for what happens if we don't? What is the risk of inaction? We need to keep an open mindset and realistically envision the future to help Regulators adapt more easily to change and evolve.
 - Ensuring consultation and onboarding of all stakeholders including key decision makers early on to define and target a zone of possible agreement on, or known barriers to, a particular initiative.
- Seeking commonality
 - Recognition that there are things Regulators have in common and focus work on areas of mutual interest.
 - Understand that while certain procedures are dictated by legislation, if we focus on guiding principles (such as principles of good investigation, or of ethical principles) we might be more successful in establishing common goals that lead to harmonized approaches.
 - Make allowance for opportunities to harmonize without having to achieve 100% agreement. If majority of Regulators are on board with an idea, we should look at being permissive and supportive, while acknowledging the perspective of the Regulators who are not able to participate.

In general, the Official Group Consultation sessions on regulatory harmonization and collaboration were met with a positive outlook from Regulator staff participants. The general consensus was that there is a high degree of willingness and optimism of future opportunities and efficiency associated with regulatory collaboration and harmonization.

Potential Benefits of this Strategic Priority

Why should an individual Regulator with a specific mandate for public safety, support increasing national harmonization and collaboration? There are several reasons why this strategic priority is important and why increased harmonization is a goal all Regulators should be reaching towards:

1. There is an ever-increasing amount of provincial and federal pressure to harmonize and remove barriers to national trade and labour mobility. Canadian governments have been clear that they want to reduce interference (red tape) related to labour mobility between Canadian jurisdictions and internationally. There is already legislation in place today (Canada Free Trade Agreement) that effectively mandates the acceptance of other jurisdictions' license holders with little to no exceptions. Furthermore, in many provinces and territories, more than 50% of new applicants are foreign trained and this number is likely to continue to increase given Canada needs immigration to sustain its national programs, skilled workforce and population growth. Regulators who try to maintain unique regulatory processes, procedures and requirements may inadvertently encourage their governments to enact more control over credential recognition and other regulatory functions.
2. Most of the functions and work products of the Regulators are the same or highly similar across all engineering regulatory bodies. If Regulators can increase the sharing and adoption of similar work processes (such as guidelines, standards, professional developments courses, policies, processes and procedures), it could lead to increased efficiency of operation and less duplication of work. This in turn could provide more staff time and Regulator funds to focus on the effective regulation of engineers and safeguarding of public.
3. Many engineers are highly mobile across provinces/territories. The increased sharing of discipline cases and investigations from one jurisdiction to another (within existing privacy legislation) can lead to the investigation/discipline of individuals before they could cause additional harm to public in other areas of the country. Further, the increased sharing of individuals or companies improperly titling themselves as engineers or illegally practicing engineering can lead to more cases of preventative enforcement and once again better protection of public.
4. Increased collaboration and harmonization leading to national reporting systems (such as with CPD reporting) could save time and money for each Regulator. It would also help increase individual engineers' perception and satisfaction with their regulatory bodies and potentially less defiance of regulatory requirements. Furthermore, it may lead to increased interest from individuals or companies to practicing engineering in Canada and opening businesses in Canada due to less duplicative work associated with being licensed in various jurisdictions. This in turn could create less illegal practice across jurisdictional lines and increased economic opportunity for Canadians.
5. The final reason for increased collaboration and harmonization is that there is always strength in numbers. Leaning on collective learnings and experiences in other provincial/territorial bodies helps make better and more informed choices in another. Within areas of concern, increased

collaboration and harmonization means that Regulators can work together to form a united front to tackle issues that may be too large or too difficult to gain traction on alone.

Next Steps

We hope that we, as representatives of the Board of Directors of Engineers Canada, have appropriately highlighted what this strategic priority is trying to achieve and why increased collaboration and harmonization should matter to individual Regulators.

The next steps are that Engineers Canada will be consulting the decision makers at each of the Regulators in Canada. Through these Consultations, we will be seeking input on how to best advance the strengthening of harmonization and collaboration, and plan to ask the following questions to generate feedback and discussion:

- Do you want (or do you see benefit in) increased regulatory harmonization? If so, should Engineers Canada take a lead on suggesting initiatives it feels may help solve gaps and problems or should Engineers Canada only help advance projects that have been brought forward as a priority from a Regulator that has already gained traction and acceptance from other Regulators?
- If it is helpful for Engineers Canada to lead collaboration and harmonization, where should the suggested projects/initiatives come from? Should we only advance items that are referenced in the majority of each Regulator's strategic plans? Or projects that have been indicated as useful/required from staff-led committees such as the CEO Group and Officials Groups?
- Who should decide what projects and initiatives get advanced? Regulator staff? Regulator CEOs? Regulator councils? Engineers Canada Board? (The feedback should consider that the higher up in decision maker power, the more runway is needed and opportunities for bureaucratic delay is increased).
- In what areas of regulation should Engineers Canada seek harmonization/collaboration projects (i.e., licensure, professional practice, or discipline and enforcement)?
- How can we reduce the issue of participants not actively participating or voicing their concerns in a project until further into the process? What safeguards or offramps can be put in place early in a project to avoid late disclosure of major dealbreakers?
- What is the minimum required number of Regulators to advance with a project? All twelve is unlikely so should a minimum of six (half of Regulators) be enough to declare the majority is okay with proceeding and the project or harmonization effort should have the green light to advance? Should the nonparticipating Regulators still have a say in the work product/outcome in case they'd like to join or use the product later once resources and interest has increased?

As previously stated, the next steps on this strategic priority and paper are as follows;

- Individual Consultations with decision makers at each Regulator with a summary report compiled after each consultation (Q1 & Q2 2022)
 - In parallel to the Consultation work with the Regulators, we would like to understand how other professions have approached national harmonization. To this end, we will be meeting with other national associations for their learnings and suggestions.
- National Consultation with all 12 engineering Regulators to take place at the 2023 Fall Board meeting.

- Pending the outcome of previous stages, Engineers Canada will seek each Regulator’s signature on a ‘Statement of Collaboration and Harmonization” (Q1 2024).
 - Assuming the Statement of Collaboration and Harmonization is signed, the next step is to obtain CEO Group direction on the first project or initiative of national collaboration and harmonization (Summer 2024).