AGENDA

222nd ENGINEERS CANADA BOARD MEETING

October 5, 2023 | 8:30am – 4:30pm ET

Hybrid delivery: Sheraton Ottawa Hotel, Ottawa, ON | Zoom

Reference materials: Board Policy Manual | Bylaw | Corporate Risk Profile | Strategic Plan

1.	**Opening**
	1.1 Call to order and approval of agenda – N. Hill (pages 1-4) *THAT the agenda be approved and the President be authorized to modify the order of discussion.*
	1.2 Declaration of conflict of interest (pages 5-6)
	1.3 Review of previous Board meeting – N. Hill (pages 7-8) a) Action item list b) Board attendance list
2.	**Executive reports**
	2.1 President's report – N. Hill (slides)
	2.2 CEO update – G. McDonald (verbal)
	2.3 2022-2024 Strategic Plan reporting – G. McDonald (pages 9-23) a) Q2 Interim Strategic Performance Report to the Board (pages 9-23) b) SP 2.2 Reinforce trust and the value of licensure (slides)
	2.4 CEO Group report – L. Daborn (slides)
	2.5 Presidents Group report – Mark Adams (slides)
3.	**Consent agenda**
	Board members may request that an item be removed from the consent agenda for discussion. *THAT consent agenda items 3.1 to 3.6 be approved.*
	3.1 Approval of minutes (pages 24-37) *a) THAT the minutes of the May 26, 2023 Board meeting be approved.* *b) THAT the minutes of the June 19, 2023 Board meeting be approved.*
	3.2 Approval of committee and task force work plans (pages 38-48) *a) THAT the Board approve the 2023-2024 Finance, Audit, and Risk Committee work plan.* *b) THAT the Board approve the 2023-2024 Governance Committee work plan.* *c) THAT the Board approve the 2023-2024 Human Resources Committee work plan.* *d) THAT the Board approve the 2023-2024 Collaboration Task Force work plan.*
	3.3 Canadian Engineering Accreditation Board (CEAB) and Canadian Engineering Qualifications Board (CEQB) volunteer recruitment and succession plans (pages 49-55) *a) THAT the Board approve the 2024-2025 CEAB volunteer recruitment and succession plan.* *b) THAT the Board approve the 2024-2025 CEQB volunteer recruitment and succession plan.*
	3.4 National Position Statements (pages 56-92) *THAT the following new National Position Statement be approved:* *a) Licensing requirements for engineering positions in the federal public service* *THAT the following updated National Position Statements be approved:* *a) Building Resilient and Sustainable Infrastructure: The Critical Role of Engineers in Addressing Canada's Infrastructure Challenges* *b) Addressing the Infrastructure Gap: Bridging Inequities in Indigenous Reserves and Remote Indigenous Communities* c) *Immigration and Recognition of Foreign Qualifications: The Role of Engineering Regulators in Canada*
	3.5 Legislative compliance certificate (pages 93-100)
	3.6 Annual advocacy report (pages 101-105)

4.	**Board business/required decisions**
	4.1 Open Board discussion: Board policy 7.1, *Board, committee, and other volunteer expenses* – N. Hill (pages 106-113)
	4.2 Draft budget (presented as information for discussion) – D. Nedohin-Macek (pages 114-142)
5.	**Reports**
	5.1 CEAB – P. Cyrus (slides and pages 143-145) • Draft work plan
	5.2 CEQB – F. Collins (slides and pages 146-149) • Draft work plan
	5.3 FAR Committee – D. Nedohin-Macek (slides)
	5.4 Governance Committee – A. Anderson (slides)
	5.5 HR Committee – A. Arenja (slides)
	5.6 Collaboration Task Force – C. Bellini (slides)
	5.7 Board's 30 by 30 Champion – T. Joseph (slides)
6.	**Next meetings**
	Board meetings:
	• December 4, 2023 (virtual) • March 1, 2024 (Ottawa, ON) • April 3, 2024 (virtual) • May 24, 2024 (Winnipeg, MB) • June 17, 2024 (TBC)
	2023-2024 committee and task force meetings:
	• Collaboration Task Force: July 20, 2023 (virtual) • FAR Committee: August 11, 2023 (virtual) • Strategic Planning Task Force: August 23, 2023 (virtual) • Collaboration Task Force: August 31, 2023 (virtual) • HR Committee: September 7, 2023 (virtual) • Governance Committee: September 20, 2023 (virtual) • Strategic Planning Task Force: October 4, 2023 (Ottawa) • Collaboration Task Force: October 4, 2023 (Ottawa) • FAR Committee: October 17, 2023 (virtual) • Governance Committee: November 15, 2023 (virtual) • Collaboration Task Force: November 21, 2023 (virtual) • HR Committee: November 23, 2023 (virtual) • Strategic Planning Task Force: December 5, 2023 (virtual) • FAR Committee: December 13, 2023 (virtual) • HR Committee: December 14, 2023 (virtual) • Collaboration Task Force: January 9, 2024 (virtual) • FAR Committee: February 26, 2024 (virtual) • HR Committee: March 1, 2024 (Ottawa) • Governance Committee: March 7, 2024 (virtual) • FAR Committee: March 8, 2024 (virtual) • HR Committee: March 14, 2024 (Ottawa) • Collaboration Task Force: April 11, 2024 (virtual) • FAR Committee: May 9, 2024 (virtual) • All 2023-2024 committees and task forces: June 17, 2024 (TBC)
7.	**In-camera sessions**
	7.1 Board Directors and CEO *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.*
	7.2 Board Directors only *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.* • Meeting evaluation – roundtable discussion.

8.	**Closing** (motion not required if all business has been completed)

engineerscanada
ingénieurscanada

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 Board[1] 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.	May 26, 2023	**Feasibility study on alternative methods of academic assessment for non-CEAB applicants:** Management will confirm with the Regulators plans to post the study to the members-only area of Engineers Canada's website, which collates materials for the Regulators' use, given that the study had already been made public through its inclusion in the Board's agenda book.	Management	October 5, 2023	Complete – NAOG consulted at September meeting. NAOG would prefer that members-only documents never appear in a publicly available document, including the Board's agenda book.
2.	May 26, 2023	**Board reports:** Staff will ensure that all Board meeting materials, including report slides, are made available through the Board's portal in advance of the meeting.	Staff	October 5, 2023	Ongoing – All Board meeting materials will be made available through the Board's portal in advance of meetings.

Last updated: September 21, 2023	Alison Anderson	Arjan Arenja	Natasha Avila	Kathy Baig	Ernie Barber	Heather Kennedy	Sophie Lariviere-Mantha	Christian Bellini	Tim Kirkby	Menelika Mekonnba	Geoff Connolly	Crysta Cumming	Ann English	Nancy Hill	Sudhir Jha	Tim Joseph	Dawn Nedohin-Macek	Marlo Rose	Darlene Spracklin-Reid	Marisa Sterling	Nicolas Turgeon	John Van der Put	Mike Wrinch
Board Meetings																							
June 19, Hybrid (Niagara-on-the-lake, ON)	✓	✓	✓	×	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board on Board Leadership Program																							
Ongoing access	✓	✓	✓					✓/		✓/	✓	✓/	✓/	✓/	✓	✓	✓	✓/	✓	✓	✓/	✓/	✓	✓
4 Seasons training																							
Ongoing access	✓	✓	✓	✓	✓			✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CEAB																							
September 15-16, Edmonton, AB					✓				✓					✓	✓			✓						
CEQB																							
July 18, Virtual									✓						✓			✓		✓		✓		
September 17-18, Hybrid, Edmonton, AB									✓					✓	✓			✓		✓				
FAR Committee																							
June 19, Hybrid (Niagara-on-the-Lake, ON)								✓		✓							✓					✓		
August 11, Virtual								✓		✓							✓					✓		
Governance Committee																							
June 19, Hybrid (Niagara-on-the-Lake, ON)	✓				✓	✓	✓				✓													
September 20, Virtual	✓				✓	×	✓				✓													
HR Committee																							
May 27, Hybrid (Halifax, NS)		✓		✓									✓	✓										✓
September 7, Virtual		✓		✓									✓	✓										✓
Collaboration Task Force																							
June 19, Hybrid (Niagara-on-the-Lake, ON)			✓					✓				✓	✓									✓		
July 20, VIrtual			×					✓				✓	✓									✓		
August 31, Virtual			✓					×				✓	✓									×		
Strategic Planning Task Force																							
August 23, VIrtual				×										✓				✓	✓			✓	✓

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

BRIEFING NOTE: For information

Q2 Interim Strategic Performance Report to the Board	2.3
Purpose:	To provide an interim report on progress against the 2022-2024 Strategic Plan
Link to the Strategic Plan / Purposes:	Board responsibility: Hold itself and its Direct Reports accountable Board responsibility: Provide ongoing and appropriate strategic direction
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)
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 Q2 of 2023 (April 1 – June 30, 2023).
- 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.

Next steps

- The Board will receive a quarterly update with the Q3 update provided in December 2023.

Appendix

- **Appendix 1:** 2023-Q2 Interim strategic performance report

Interim Strategic Performance Report: Q2-2023

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
2023 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												

2023 quarterly reporting	**Q1**	**Q2**
1. Develop a benchmark of the accreditation system report	• Completed in 2022	• Completed in 2022
2. Develop a state of education research report	• Completed in 2022	• Completed in 2022
3. Develop an academic requirement for licensure	• Simulations kicked off on March 30, 2023, and will conclude in mid May. • Research will ensue post simulation and plans for Regulator consultations will start in Q2 and Q3 and executed in Q4.	• Simulations were completed in May and findings were shared with participants. • Regulators consultations will start in Q3.
4. Develop a foundational statement about the purpose of accreditation	• Simulations kicked off on March 30, 2023, and will conclude mid May. • Research will ensue post simulation and plans for regulator. consultations will start in Q2 and Q3 and be executed in Q4.	• Simulations were completed in May and findings were shared with participants. • Regulators consultations will start in Q3.
5. Set a path forward	• No work this quarter, as planned.	• 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?	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 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												

2023 quarterly reporting	Q1	Q2
1. Collaborate with Regulator staff to identify barriers and opportunities	• Completed in 2022	• Completed in 2022
2. Develop a national statement of collaboration with all jurisdictions	• All work is on track. • Individual consultations will be completed by end of Q2.	• Individual Regulators consultations were completed by the end of Q2. • Planning has begun for national consultation with CEOs, Presidents and Directors in Q3.
3. Identify specific areas of harmonization for collaboration	• No work this quarter, as planned.	• 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?	A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization Regulators benefit from collaboration and resource sharing, supporting improved practices	

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												

2023 quarterly reporting	**Q1**	**Q2**
1.Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public	• General Direction consultation complete. • Draft paper has been submitted by consultant. • Final Paper to be published June 30, 2023.	• Consultant has been delayed in delivering the final paper by a quarter. • Final document will be distributed to Regulators in Q3.
2.Continue to work with the federal government to promote the role of engineers in emerging areas	• Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements.	• 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?	A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice The federal government is made aware of the importance of the work of engineers in emerging areas	

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

2023 quarterly reporting	**Q1**	**Q2**
1. National research strategy	• Secured project manager. • Initiation phase of project extended into Q2.	• Draft request for proposal (RFP) ready to be distributed. • RFP will be posted in Q3.
2. Facilitate collaboration and information exchange for Regulators	• Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network.	• Monthly newsletter was distributed. • Quarterly meetings were held.
3. 30 by 30 annual national conference	• Changed date of conference to align with Annual Meeting of Members. • Established partnership with Engineers Nova Scotia for 2023 conference. • Consulted with 30 by 30 champions & developed conference program. • All event logistics were finalized.	• Conference was held successfully.
4. Reporting on national and regional metrics	• Analysis of data will begin in Q3.	• National membership report data has been collected and analyzed. • Draft report in progress.
5. Engaging employers	• Worked with regulators to identify and start to secure representative from engineering employers to participate in our Champion Change In-person Employer Leadership Summit. • Met with internal staff from Regulatory Affairs Department to review Regulator Employer Strategy Recommendation.	• Identified potential employer champions through the Championing Change Summit. • Scheduled to present to Practice Officials in Q3.
6. National resources	• Published an updated *Managing Transitions* guide. • Discovery and gap analysis in resources resulted in creation of a supplement and training to support gaps in Canadian Engineering Qualifications Board Guideline on Gender Workplace Equity	• Successfully organized a virtual session on the Managing Transitions guide supplement with over 80 participants.

	• Three of our 30 by 30 working groups met for knowledge sharing and to support virtual lead up session for the 30 by 30 conference.	
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?	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 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															

2023 quarterly reporting	**Q1**	**Q2**
1. Marketing campaign	• Media buy was approved, production completed, and creative approved. • By end of quarter the campaign was in final preparation stages and targeted to launch on April 10, 2023.	• Spring flight executed successfully, and key indicators achieved or benchmarks exceeded for the flight, or in some cases, the year. • Full review to be delivered in Q3.
2. Value of licensure messaging	• Messaging framework content accepted by Regulator advisors and communications officials. • Content moves to layout and design, to be formally delivered in Q2.	• Messaging framework will be provided to regulators in Q3.
3. Engineering graduate and EIT outreach programming	• Outreach strategy and program development is underway, based on recommendations received in 2022.	• Outreach strategy and program development is underway, and the launch is planned for Q3.
4. Foundational research	• No work this quarter, as planned.	• No work this quarter, as planned.
Summary of strategic priority		
What we will do	We will create and promote 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, engineers-in-training (EITs), and employers.	
What does success look like?	A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession B. Engineering graduates and EITs recognize value in licensure Regulators have a valuable national messaging framework and marketing support tools	

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

2023 quarterly reporting	Q1	Q2
1. Sustain an excellence culture	• Refreshed communication and engagement tactics have been developed in consultation with staff and senior leadership with plans for implementation in Q2.	• Staff sessions on innovative and emerging practices (called FIKA) have been held successfully. • Updated staff on the requirements for platinum level certification in 2024, and what to expect for certification.
2. Identify and implement continual improvements	• Any work associated with closing previous gaps has been included in the current planning process and performance management cycle • No new gaps have surfaced as a result of the self-assessment noted below	• Additional improvements were implemented in the 2024 planning process. • No new gaps have surfaced as a result of the employee engagement survey as well as the self-assessment performed by staff on the organization's overall benchmark against drivers of excellence.
3. Confirm measurements and sustainability	• An operational self-assessment has been completed considering the results of the 2022 employee engagement survey results. The organization is being assessed against the Organizational Excellence Standard developed by Excellence Canada.	• A self assessment has been completed considering the results of the 2022 employee engagement survey results. • Plans for an internal self assessment prior to submission in Q1 2024 have been made.
4. Achieve Platinum certification	• The submission is under development in consultation with senior leadership.	• The submission is under development in consultation with senior leadership.
Summary of strategic priority		

What we will do	The demand for change continues and we are facing pressure to deliver on the diverse and changing needs of Regulators, Higher Education Institutions (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.
What does success look like?	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 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?
SP1.1, Investigate and validate the purpose and scope of accreditation	A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally	A1. Publication of the accreditation system benchmarking report
	B. All stakeholders have visibility of the current and future realities of engineering education	B1. Publication of the engineering education report
	C. Regulators have an academic requirement for licensure, applicable to all	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
	D. All stakeholders understand the purpose of accreditation	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
	E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure	E1. Path-forward report is published and distributed to Regulators, CEAB, CEQB, Engineers Canada CEO, EDC, and CFES

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?
	B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers	B1. Reporting on national and regional metrics: • Provide tools for Regulator tracking and reporting on metrics related to 30 by 30 B2. Annual publication of National Membership Report B3. Annual collection of Regulator scorecard metrics B4. Annual scorecard summary presented to Board and CEO Group B5. 3-4 Regulators are involved in the development and use of target
	C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive	C1. Completing addressing of the recommendations in the GBA+ report* regarding engaging employers C2. Creating a national strategy to engage employers with buy-in from the Regulators and building on the existing 30 by 30 network of Champions C3. All Regulators contribute a national 30 by 30 employer strategy C4. Recognizing employer excellence in 30 by 30
	D. Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons	D1. Execution of annual 30 by 30 conference from 2022 to 2024 and inviting Regulators, HEIs and employers to contribute to a culture change in the engineering profession at a high profile, widely accessible national event, featuring best practices, key research, and actionable tools D2. The number of Regulators contributing and participating to the development of the conference D3. The number of employers: contributing and participating in the conference D4. Completion of national resources that respond to recommendations and best practices outlined in previous research. For example, a resource that can be used by Regulators to improve their licensure assistance and employer awareness programs based on the 2021 GBA+ report* on national Licensure Assistance Program and Employee Awareness Program D5. The number of Regulators participating and promoting the national resources *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

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: • 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

MINUTES OF THE 220th ENGINEERS CANADA BOARD MEETING

May 26, 2023, 8:30am-4:30pm (AT)

Hybrid meeting: Halifax Marriott Harbourfront, Halifax NS | Zoom

The following Directors were in attendance:	
K. Baig, President (Chair), Québec N. Hill, President-Elect, Ontario D. Chui, Past President, Ontario A. Arenja, Ontario N. Avila, Alberta E. Barber, Saskatchewan A. Baril, Quebec C. Bellini, Ontario M. Belletête, Quebec G. Connolly, Prince Edward Island C. Cumming, Nova Scotia	A. English, British Columbia S. Jha, Northwest Territories and Nunavut T. Joseph, Alberta M. Rose, New Brunswick D. Nedohin-Macek, Manitoba D. Spracklin-Reid, Newfoundland and Labrador M. Sterling, Ontario N. Turgeon, Quebec J. Van der Put, Alberta M. Wrinch, British Columbia
The following Directors sent regrets:	
A. Anderson, Engineers Yukon	V. Benz, Alberta
The following CEO Group Advisor was in attendance:	
L. Daborn, Chair	
The following Direct Reports to the Board were in attendance:	
M. Hodges, Chair, CEQB P. Klink, Chair, CEAB	G. McDonald, CEO L. Go, General Counsel and Corporate Secretary
The following observers were in attendance:	
D. Abrahams, Staff, PEO M. Adams, President, Engineers and Geoscientists BC C. Betancourt Lee, VP Advocacy, CFES (Virtual) C. Borg, Affinity provider F. Collins, CEQB Vice chair, NB N. Colucci, President, PEO (Virtual) P. Cyrus, CEAB Vice chair, NS K. Deluzio, Past-Chair, EDC (Virtual) L. Doig, Past-President, APEGA M. Fewer, CEO, NL M. Gregoire, CEO, MB S. Grant, TD Insurance S. Holko, OSPE president S. Holmes, Executive Director & Registrar, APEGS H. Kennedy, Incoming Director, Alberta (Virtual) K. King, Executive Director, Engineers Yukon T. Kirkby, Incoming Director, Ontario S. Kresta, Chair, EDC	D. Lamont, President, CFES (Virtual) J. Landrigan, Executive Director & Registrar, Engineers PEI (Virtual) S. President, OIQ and Incoming Director P. Mann, CEO, Engineers Nova Scotia V. McCormick, Executive Director and Registrar, NAPEG J. Nagendran, Registrar & CEO, APEGA (Virtual) S. Perruzza, CEO, OSPE G. Pickard, Affinity provider M. Perry, Vice President, PEI M. Plante, President, APEGA K. Ryan, Manulife J. Samaras, Director, Manulife N. Serraglio, Canada Life M. Sherren, President, PEI (Virtual) G. Vogelsang, President, SK A. Waldie, CEO, Geoscientists Canada H. Yang, CEO & Registrar, Engineers & Geoscientists BC
The following staff were in attendance:	
J. Bard Miller, Manager, Governance and Board Services T. Boucher, Manager, Member Services R. Melsom, Manager, CEQB D. Menard, Director, Finance J. Chou, Governance Coordinator M. Ouellette, Manager, Strategic and Operational Planning (Virtual)	S. Price, Executive Vice President, Regulatory Affairs C. Roy, Associate, Member Services J. Southwood, VP, Corporate Affairs & Strategic Partnerships J. Taylor, Manager, Public Affairs and Government Relations H. Theelen, Director, Strategic Planning & Organizational Excellence (Virtual) M. Warken, Manager, CEAB

1. Opening

1.1 Call to order and approval of agenda

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

Motion 2023-05-1D
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 focused on Diversity Targets.

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.

2. Executive reports

2.1 President's report

K. Baig updated the Board on her Engineers Canada-related activities since the previous Board meeting, which included:

- Presentations at three conferences;
- Weekly touch-base meetings with G. McDonald, CEO, Engineers Canada; and
- Video messages for various regulator annual meetings of members.

2.2 CEO update

G. McDonald updated the Board on operational activities since the past Board meeting, as circulated in his weekly email update to stakeholders. He also shared the pre-circulated triennial employee engagements survey results, which were discussed by the HR Committee at its meeting on March 30, 2023.

- Board members sought further information about the Association of Professional Engineers and Geoscientists of Alberta's (APEGA) discussions with the Alberta government about the unlicensed use of the restricted title "software engineer". J. Nagendran, Registrar & CEO, APEGA, conveyed risks associated with unregulated use of the title and the software companies' complaints that restrictions impede recruitment and competition. Currently, no action is requested of Engineers Canada or its Board.
- The Board acknowledged the impact of Professional Engineers Ontario's (PEO) recent decision to sign on as an affinity partner to the TD Home and Auto Insurance Program will have on Engineers Canada's reserves in the coming years. As part of its forthcoming work plan, the Finance, Audit and

Risk (FAR) Committee will provide oversight of the budgeting process, on behalf of the Board, to ensure that future expenses are reduced to align with forecasted revenues that no longer include PEO's portion of the affinity funds.

- The overall positive results of the engagement survey were recognized. It was noted that senior management aims to learn more about employee work-life balance and improve, where possible.

2.3 2022-2024 Strategic Plan report

G. McDonald presented the Q1 interim strategic performance report that had been pre-circulated to the Board. The following points were made in the Board's discussion:

- Papers and position statements that contribute to SP1.3, Support the regulation of emerging areas, will be identified through various sources, for example, the discipline and enforcement officials. The Canadian Engineering Qualifications Board has included in their work plan development of a new Engineers Canada Paper on the regulation of emerging disciplines.
- Consideration should be given to going beyond 30 by 30 targets in the next strategic plan and highlighting the importance of equity, diversity, inclusion, and accessibility.
- Results of the "Building Tomorrows" campaign will be shared with the Board when available.
- The CEO Group has discussed PEO's decision to suspend its engineers-in-training (EIT) program.

S. Price, Executive Vice President, Regulatory Affairs, Engineers Canada, presented an update on the progress of the Futures of Engineering Accreditation since the Strategic Foresight Workshop in February 2023. Presentation slides were pre-circulated to the Board.

The Board reflected on the value of seeking industry contribution to the current visioning and planning process, and development and operationalization of the future system. It was also noted that accreditation should not be the only means to ensure a strong profession.

2.4 CEO Group report

L. Daborn, CEO Group Advisor to the Board, presented the pre-circulated slides updating the Board on the CEO Group's meeting held on May 25, 2023.

It was noted that the Corporation of Seven Wardens are working to make the Iron Ring ceremony more inclusive. They are currently reviewing submissions for new English and French poems that will be used in the *Ritual of the Calling of the Engineer.* In June they will meet to discuss the case for change. The CEO Group will be kept apprised of this work as it progresses.

2.5 Presidents Group report

M. Adams, President, Engineers and Geoscientists BC, presented the pre-circulated slides updating the Board on the Presidents Group meeting held on May 25, 2023. The following discussion was captured:

- The Board noted the request for an annual update from the Future of Engineering Accreditation Committee.
- It was noted that there is a trend to separate advocacy and regulation, and it is important for regulators to lead this change rather than respond to government requirements. This trend is likely to result in changes in terminology.

- It was suggested Engineers Canada consider using the term “good regulation”, which implies an end service to the public, as opposed to “self-regulation”, which may imply a focus on regulators.

3. Consent agenda

3.1 Approval of minutes

a) THAT the minutes of the February 23, 2023 Board meeting be approved.
b) THAT the minutes of the April 5, 2023 Board meeting be approved.

3.2 Update on the June 2022 board Workshop post-meeting action plan

3.3 Consultation report

3.4 List of partnership organizations

3.5 Update on the 50-30 Challenge

3.6 National Position Statements

a) THAT the following new National Position Statement be approved:
   - Engineering a Sustainable Future: Role of Engineers in Helping Canada Achieve Net-Zero Emissions by 2050
   - Professional Practice in Biomedical Engineering
b) THAT the following updated National Position Statement be approved:
   - Federal Regulations of Small Fishing Vessel Design

3.7 CEAB appointments

THAT the following CEAB appointments be approved for the period July 1, 2023 to June 30, 2026:

- Pierre Bourque, member-at-large (second term)
- Mrinal Mandal, representative for Alberta (second term)
- Julius Pataky, representative for British Columbia (third term)
- Tara Zrymiak, representative for Manitoba and Saskatchewan (third term)
- Jason Foster, member-at-large (new member)
- Michael Roach, member-at-large (new member)

3.8 CEQB appointments

THAT the following CEQB appointments be approved for the period July 1, 2023 to June 30, 2026:

- Anil Gupta, representative for Alberta (second term)
- Adam Wallace, representative for Northern region (new member)
- Farzad Rayengani, representative for Ontario (new member)
- Carol MacQuarrie, member-at-large (new member)

Motion 2023-05-2D
Moved and seconded
THAT the consent agenda motions (3.1 to 3.8) be approved in one motion.
Carried

4. Board business/required decisions

4.1 Corporate Risk Profile

A. Arenja, Chair of the Finance, Audit, and Risk (FAR) Committee presented the Corporate Risk Profile which had been pre-circulated to the Board for information. A. Arenja informed the Board that the

2022-2023 FAR Committee had recommended that the risk register would be reviewed on an annual rather than quarterly basis.

- Board members recognized that few changes are made to the risk registers on a quarterly basis and therefore the quarterly review schedule is of limited value. Board members also recognized their duties as fiduciaries to monitor emerging risks to the organization beyond what may be captured in the risk register. The FAR Committee's 2023-2024 work plan will include an annual, rather than quarterly, review of the risk register. The Governance Committee will be asked to update the FAR Committee's terms of reference to reflect that the FAR Committee will review Board risks on an annual basis.
- It was noted that at the time of the FAR Committee's review of the risk register on March 10, 2023, it was uncertain whether PEO would avail itself of the affinity funds. This possibility has since become a certainty which may impact the Board risk Reduced long term financial viability.
- It was noted that the percentage of newly licensed engineers identifying as female has dropped since 2020. However, the overall number of engineers identifying as female has increased.

4.2 CEQB products

M. A., Hodges, CEQB Chair, presented for Board approval three CEQB products that had been pre-circulated to the Board.

a) New Guideline for engineers and engineering firms on Indigenous consultation and engagement (public distribution)
   - The Board recognized not only the value of the new guideline but also the gathering approach used in its preparation.
   - It was confirmed that the guideline will be reviewed by the CEQB at least every six years.
   - The Board suggested that given the guideline's importance it be widely distributed through a media release that emphasizes how the application of the guidelines may improve engineering outcomes and collective healing.

   Motion 2023-05-3D
   Moved and seconded
   THAT the Board, on recommendation of the CEQB, approve the new Guideline for engineers and engineering firms on Indigenous consultation and engagement (public distribution).
   Carried

b) Feasibility study on alternative methods of academic assessment for non-CEAB applicants (members-only distribution)

   - The Board noted the feasibility study's potential contribution to Strategic priority 1.2, Strengthen collaboration and harmonization.
   - Management, the CEAB Chair and the Chair of Engineering Deans Canada also noted the study's potential contribution to building the foundation for the future of accreditation as part of Strategic priority 1.1, Investigate and validate the purpose and scope of accreditation.

ACTION: Management will confirm with the Regulators plans to post the study to the members-only area of Engineers Canada's website, which collates materials for the Regulators' use, given that the study had already been made public through its inclusion in the Board's agenda book.

Motion 2023-05-4D
Moved and seconded
THAT the Board, on recommendation of the CEQB, approve the Feasibility study on alternative methods of academic assessment for non-CEAB applicants (members-only distribution).
Carried

c) Revised Guideline on good character (public distribution)

- It was noted that the Guideline on good character was last revised in 2013. The document defines good character in broad terms and provides specific reasons for investigating an individual's character in the appendices.
- Board members spoke of the value the document provides to regulators in setting expectations and making decisions regarding good character, which is a requirement for licensure.

Motion 2023-05-5D
Moved and seconded
THAT the Board, on recommendation of the CEQB, approve the revised guideline on good character (public distribution).
Carried

4.3 Observers at Board meetings

A. English, Governance Committee Chair, presented to the Board the outcome of the Governance Committee's deliberations regarding observers attending Engineers Canada Board meetings. The issue had been raised at the Board strategic workshop in June 2022 and discussed by the Board in camera at its meeting in February 2023. The Governance Committee recommended that an external governance expert be engaged to advise the Board on this matter. It is set out in the Engineers Canada Bylaw that Board meetings be open to observers, and any changes to the bylaw would require approval by the members.

In its discussion of engaging an external consultant to advise on the matter within the next year, the Governance Committee was commended for seeking an option to address the matter quickly. However, Board members largely spoke against engaging a consultant for a single governance issue given the forthcoming proposal to incorporate a fulsome governance review as part of the 2025-2029 Strategic Plan.

Motion 2023-05-6D
Moved and seconded
THAT the Board, on recommendation of the Governance Committee approve engaging an external governance expert to advise on the roles of observers and their participation and attendance at Board meetings. This review should be conducted within one year.
Defeated

Directors discussed whether the issue of observers at meetings should be included in a larger governance review that is being considered as part of the 2025-2029 Strategic Plan. While it was noted that it may be too prescriptive to single out a specific issue for review should the review be confirmed, the Board was overall in favour of the proposed approach.

Motion 2023-05-7D
Moved and seconded
THAT the Board, on recommendation of the Governance Committee, approve that the Board will include a review of the roles of observers and their participation and attendance at Board meetings as part of a larger governance review to be conducted as part of the 2025-29 Strategic Plan.
Carried with two-thirds majority

4.4 Board policy updates

On behalf of the Governance Committee, A. English presented for the Board's consideration revisions to seven (7) Board policies. The proposed revisions with accompanying rationales were pre-circulated to the Board.

A. English noted the minimal changes proposed to Board policy 1.2, *Guiding principles,* and highlighted the recommendation that the policy be reviewed once every three (3) years going forward.

Motion 2023-05-8D
Moved and seconded
THAT the Board, on recommendation of the Governance Committee, approve revised Board policy 1.2, Guiding principles.
Carried with two-thirds majority

A. English reminded the Board that a concern was raised at a previous Board meeting that Board policy 4.3, *Code of conduct,* did not include a section on appeals. Upon review of the policy, the Governance Committee proposed minor revisions the policy to strengthen the existing process laid out in section 4.3.4(5).

It was confirmed that the policy allows for a complainant to appeal the review process in general as well as the outcome of an investigation.

Motion 2023-05-9D
Moved and seconded
THAT the Board, on recommendation of the Governance Committee, approve revised Board policy 4.3, Code of conduct.
Carried with two-thirds majority

A. English presented proposed changes to Board policies 4.9, *Role of the Presidents (President-Elect, President, and Past President)* and 6.13, *President-Elect nomination and election process,* that would result in the extension of the President-Elect and President's respective terms from one year to two. The discussion ensued and it was noted that fewer Board members may be interested in the roles due to the extended time commitment. It was also suggested that these term lengths be considered as part of the governance review being proposed for the 2025-2029 strategic plan.

Motion 2023-05-10D
Moved and seconded
THAT the Board, on recommendation of the Governance Committee, approve the following revised Board policies:
4.9 Role of the Presidents (President-Elect, President, and Past President); and 6.13 President-Elect nomination and election process.
Defeated

A. English presented proposed changes to Board policy 6.9, *Canadian Engineering Accreditation Board terms of reference,* that would enable CEAB members to serve three terms of three years.

- Board members suggested that the additional term proposed requested by the CEAB may better support volunteer engagement and retention of "corporate" memory.
- It was suggested that in lieu of the proposed policy change, term limits be considered as part of the governance review being proposed for the 2025-2029 strategic plan, the Board supported the CEAB's request.

Motion 2023-05-11D
Moved and seconded
THAT the Board, on recommendation of the Governance Committee, approve revised Board policy 6.9, Canadian Engineering Accreditation Board terms of reference.
Carried with two-thirds majority

A. English presented the Governance Committee's recommendation that Board policy 6.10, *Canadian Engineering Qualifications Board terms of reference*, be revised to extend the CEQB's Vice-Chair, Chair and Past Chair's term limits from one (1) to two (2) years each, for a total of six (6) years, as requested by the CEQB.

- Board members supported the policy revision, noting the need for continuity in leadership given the time required for the CEQB to develop complex policies.
- It was further suggested that the proposed change in term limits be considered as a short-term solution that may be further considered as part of the governance review being proposed for the 2025-2029 strategic plan.

Motion 2023-05-12D
Moved and seconded
THAT the Board, on recommendation of the Governance Committee, approve revised Board policy 6.10, Canadian Engineering Qualifications Board terms of reference.
Carried with two-thirds majority

A. English presented the proposed changes to Board policy 7.1, *Board, committee, and other volunteer expenses.* She noted that editorial revisions had been made for greater clarity and highlighted a change that would allow for volunteers who have flights of four hours or more to fly business class.

- The FAR Committee Chair confirmed that the committee had reviewed the financial impact of allowing for business class flights, which would cost an estimated $200-300K per year, prior to Professional Engineers Ontario's (PEO) decision to avail itself of approximately $2 million in affinity program funds that had previously gone to Engineers Canada's unrestricted reserves.

- It was suggested that additional costs would support volunteer engagement and that flexible flights may provide alternative cost savings elsewhere such as hotel fees.
- Moreover, it was suggested that the change in policy be an interim solution and that other options which provide flexibility at a lower cost be considered.

Motion 2023-05-13D
Moved and seconded
THAT the Board, on recommendation of the Governance Committee, approve revised Board policy 7.1, board, committee, and other volunteer expenses.
Carried with two-thirds majority

4.5 Board self-assessment report

M. Wrinch, HR Committee Chair, presented the pre-circulated 2023 Board self-assessment survey results summary report to the Board for information. Overall, the survey results were positive. The Board will have the opportunity at the Board workshop in June to discuss the results with the consultant who conducted the survey.

5. Reports

Board committees provided updates, with supporting slide presentations made available in advance on the Engineers Canada website.

5.1 CEAB

P. Klink provided the update on behalf of the CEAB.

- The Board was reminded that the CEAB had been asked to pause policy review while work continued on Strategic priority 1.1, Investigate and validate the purpose and scope of accreditation. The intent of the pause is to ensure that effort is not put into policies that may cease to be relevant at the completion of the strategic priority.
- In the coming months the CEAB will consider ways to support programs that have been impacted by Professional Engineers Ontario's decision to suspend its Engineering Intern Program.
- The two issues identified by EDC that are outside of the CEAB's current scope of authority, Increased scope of accreditation, and an Independent review of the engineering professional accreditation system in Canada, will be addressed through Strategic priority 1.1 and the Washington Accord, respectively.

ACTION: Staff will ensure that all Board meeting materials, including report slides, are made available through the Board's portal in advance of the meeting.

5.2 CEQB

M. Hodges provided an update on behalf of the CEQB.

5.3 FAR Committee

A. Arenja provided the update on behalf of the FAR Committee, noting that the 2022-2023 work plan is complete.

5.4 Governance Committee

A. English provided the update on behalf of the Governance Committee, noting that the 2022-2023 work plan is complete.

5.5 HR Committee

M. Wrinch provided the update on behalf of the HR Committee, noting that the 2022-2023 work plan is complete.

5.6 Strategic Planning Task Force

N. Hill, President-Elect and Strategic Planning Task Force Chair, provided an update on the task force's forthcoming meeting on June 6, 2023, and the Board's strategic workshop on June 20, 2023.

5.7 Collaboration Task Force

C. Bellini, Collaboration Task Force Chair, provided an update on the Collaboration Task Force's work.

5.8 Board's 30 by 30 Champion

T. Joseph provided the update on behalf of the 30 by 30 network. In addition to presenting the pre-circulated slides, he remarked on the success of the 30 by 30 Conference held on Wednesday, May 24, and its lead-up events.

Board members were reminded that the *4 Seasons of Reconciliation* is available online for Board members and Registrants (through the Regulators) to learn more about the history and culture of Indigenous communities in Canada, the history of residential schools, and treaties around the country.

6. Annual updates from stakeholders

Representatives from EDC and CFES were invited to provide updates, with supporting slide presentations made available on the Engineers Canada website.

6.1 Engineering Deans Canada (EDC)

S. Kresta, Chair of EDC, provided the update on behalf of EDC.

6.2 Canadian Federation of Engineering Students (CFES)

D. Lamont, President, and C. Betancourt Lee, VP Advocacy, provided an update on behalf of CFES. Supporting slides were pre-circulated to the Board. In the discussion, the Board learned further details about CFES's Conference on Sustainability in Engineering.

7. Acclamation and appointments

7.1 Acclamation of the President-Elect

D. Chui provided an update on the process leading to acclamation of M. Wrinch as the 2023-2024 President-Elect and extended his congratulations to the new President-Elect.

7.2 Appointment of the 2023-2024 HR Committee

M. Wrinch presented the HR Committee's recommendation to the Board for appointees to the 2023-2024 HR Committee, in addition to the President, Past President and President-Elect. It was noted that the Past President normally serves as HR Committee chair. However, the committee has the discretion to select another member as chair at its first meeting.

Motion 2023-05-14D
Moved and seconded
THAT the Board, on recommendation of the HR Committee, appoint the following Directors to the 2023-2024 HR Committee:
a) Arjan Arenja
b) Ann English
c) Stormy Holmes, CEO Group Advisor, Nominated by CEO Group
Carried

8. Next meetings

The next Board meetings are scheduled as follows:

- June 19, 2023 (Niagara-on-the-Lake, ON)
- October 5, 2023 (Ottawa, ON)
- December 4, 2023 (virtual)
- March 1, 2024 (Ottawa, ON)
- April 3, 2024 (Virtual)
- May 24, 2024 (Winnipeg, MB)

The upcoming 2023-2024 committee and task force meetings are scheduled as follows:

- HR Committee (2023-2024): May 27, 2023 (Halifax, NS)
- All 2023-2024 committees and task forces: June 19, 2023 (Niagara-on-the-Lake, ON)
- Strategic Planning Task Force: August 23, 2023 (virtual)
- Strategic Planning Task Force: October 5, 2023 (Hybrid - Ottawa, ON / virtual)
- Strategic Planning Task Force: December 5, 2023 (virtual)

9. In-camera sessions

9.1 Board Directors, Direct Reports, CEO Group Advisor, and staff

Motion 2023-05-15D
Moved and seconded
THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, the Engineers Canada CEO, the chairs of the CEAB and CEQB, the CEO Group Advisor to the Board, the Secretary, the Manager, Governance and Board Services, the Director, Finance, and the Manager, Member Services.
Carried

9.2 Board Directors and CEO

Motion 2023-05-16D
Moved and seconded
THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, and the Engineers Canada CEO.
Carried

9.3 Board Directors only

Motion 2023-05-17D
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

10. Closing

With no further business to address, the meeting terminated at 5:03pm AT.

Minutes prepared by J. Bard Miller for:

Kathy Baig, MBA, FIC, ing., DHC, President Light Go, General Counsel and Corporate Secretary

MINUTES OF THE 221st ENGINEERS CANADA BOARD MEETING

June 19, 2023 | 9:30am – 10:00am ET

Hybrid meeting: Pillar and Post, Niagara-on-the-Lake, ON | Zoom

The following Directors were in attendance	
N. Hill, (Chair), PEO	T. Joseph, APEGA
M. Wrinch, President-Elect, Engineers & Geoscientists BC	H. Kennedy, APEGA
A. Anderson, Engineers Yukon	T. Kirkby, PEO
A. Arenja, PEO	S. Larivière-Mantha, OIQ
N. Avila, APEGA	M. Mekomba, OIQ
E. Barber, APEGS	D. Nedohin-Macek, Engineers Geoscientists MB
C. Bellini, PEO	M. Rose, APEGNB
G. Connolly, Engineers PEI	D. Spracklin-Reid, PEGNL
C. Cumming, Engineers Nova Scotia	M. Sterling, PEO
A. English, Engineers & Geoscientists BC	N. Turgeon, OIQ
S. Jha, NAPEG	J. Van der Put, APEGA
The following Directors sent regrets	
K. Baig, Past President, OIQ	
The following CEO Group Advisor was in attendance	
L. Daborn, Chair, CEO Group	
The following Direct Reports to the Board were in attendance	
F. Collins, Vice-Chair, CEQB	G. McDonald, CEO
P. Cyrus, Vice-Chair, CEAB	L. Go, General Counsel and Corporate Secretary
The following staff were in attendance	
J. Bard Miller, Manager, Governance and Board Services	N. Proulx, Director, Humen Resources (Virtual)
J. Chou, Governance Coordinator (Virtual)	J. Southwood, VP, Corporate Affairs & Strategic Partnerships (Virtual)
S. Price, Executive Vice President, Regulatory Affairs	

1. Opening

1.1 Call to order and approval of agenda

President N. Hill, Board Chair, called the meeting to order at 9:30am ET. Participants were welcomed and introduced and the land was acknowledged.

Motion 2023-06-1D
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.

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.

2. Board business/required decisions

2.1 Director appointments to committees, task forces, and roles

A. Arenja, Chair of the HR Committee, noted that the HR Committee considered individuals' preferences, knowledge continuity, and terms of reference requirements when considering the appointments. Directors either received their first or second choice of appointments. The HR Committee aimed to have a good mix

of diversity in the various groups. A. Arenja contacted all Directors about their proposed appointments. No questions were received.

Motion 2023-06-2D
Moved and seconded
THAT the Board, on recommendation of the HR Committee, appoint the following individuals to committees, task forces, and roles for terms as outlined:

a) Director appointee – CEAB
- ***Sudhir Jha (2023-2025)***

b) Director appointee – CEQB
- ***Tim Kirkby (2023-2025)***

c) 30 by 30 Champion (2023-2024)
- ***Tim Joseph***

d) Finance, Audit, and Risk (FAR) Committee (2023-2024)
- ***Menelika Bekolo***
- ***Christian Bellini***
- ***Dawn Nedohin-Macek***
- ***John Van der Put***
- ***Steve Vieweg***

e) Governance Committee (2023-2024)
- ***Alison Anderson***
- ***Ernie Barber***
- ***Geoff Connolly***
- ***Sophie Larivière-Mantha***
- ***Heather Kennedy***

Carried

3. Next meetings

The next Board meetings are scheduled as follows:
- October 5, 2023 (Ottawa, ON)
- December 4, 2023 (virtual)
- March 1, 2024 (Ottawa, ON)
- April 3, 2024 (virtual)
- May 24, 2024 (Winnipeg, MB)
- June 17, 2024 (TBC)

The next committee and task force meetings are scheduled as follows:
- June 19, 2023 (Niagara-on-the-Lake, ON):
  - Governance Committee
  - FAR Committee
  - Strategic Planning Task Force
  - Collaboration Task Force
- HR Committee: September 7, 2023 (virtual)
- HR Committee: November 23, 2023 (virtual)
- HR Committee: December 14, 2023 (virtual)
- HR Committee: March 14, 2024 (virtual)

4. In-camera session

4.1 Board Directors only

Motion 2023-06-3D
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

5. Closing

With no further business to address, the meeting terminated at 10:13am (ET).

Minutes prepared by J.Chou for:

Nancy Hill, B.A.Sc., LL.B., FCAE, FEC, P. Eng., President Light Go, General Counsel and Corporate Secretary

BRIEFING NOTE: For decision by the Board

Approval of committee and task force work plans	3.2
Purpose:	To approve the work plans of the 2023-2024 Board committees and task forces
Link to the Strategic Plan / Purposes:	Board responsibilities: Hold itself and its Direct Reports accountable
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)
Motion(s) to consider:	*a) THAT the Board approve the 2023-2024 FAR Committee work plan.* *b) THAT the Board approve the 2023-2024 Governance Committee work plan.* *c) THAT the Board approve the 2023-2024 Human Resources Committee work plan.* *d) THAT the Board approve the 2023-2024 Collaboration Task Force work plan.*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	J. Bard Miller, Manager, Governance and Board Services
Presented by:	N. Nedohin-Macek, Director from Manitoba and Chair of the FAR Committee; A. Anderson, Director from Yukon and Chair of the Governance Committee; A. Arenja, Director from Ontario and Chair of the HR Committee; C. Bellini, Director from Ontario and Chair of the Collaboration Task Force.

Problem/issue definition

- The Finance, Audit, and Risk (FAR) Committee enhances the Board's effectiveness and efficiency on matters related to financial, audit, and risk management policies and monitoring.
- The Governance Committee is tasked to enhance the Board's effectiveness and efficiency on matters relating to Board governance principles and policies and to fulfill its Board responsibility to *ensure the development and periodic review of Board policies*.
- The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by 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.
- The Collaboration Task Force enhances the Board's effectiveness and efficiency by defining Engineers Canada's specific mandate in terms of increasing harmonization and collaboration of regulatory practices across Canada.
- Work plans to support these purposes and fulfill the responsibilities outlined in the committees' respective terms of reference are drafted annually and presented to the Board for approval.

Proposed action/recommendation

- To approve the committee and task force work plans.

Other options considered

- None. Committees and task forces are expected to submit annual work plans with specific deliverables and deadlines as per Board policy 6.1, *Board committees and task forces.*

Risks

- Failure to meet the responsibilities of these committees and task forces could put the organization at reputational risk.

- Operating without an approved work plan introduces risks of not considering all necessary items and does not demonstrate the Board's responsibility in being accountable to the Regulators.
- These risks are mitigated by setting and adhering to a committee or task force work plan, which is approved and monitored by the Board.

Financial implications

- Financial implications will be included in the 2024 budget.

Benefits

- Provides transparency to stakeholders (Board and committee members, staff, and Regulators) regarding how Engineers Canada is governed.

Consultation

- When developing their work plans, the committees and task forces relied on the recommendations of the 2022-2023 committees and task forces, input from Engineers Canada staff, and Board direction.

Next steps (if motions approved)

- Committees and task forces to execute their work plans.

Appendices

- **Appendix 1:** FAR Committee work plan
- **Appendix 2:** Governance Committee work plan
- **Appendix 3:** HR Committee work plan
- **Appendix 4:** Collaboration Task Force work plan

Finance, Audit, and Risk Committee 2023-2024 work plan

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

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

As per policy 6.4, *Finance, Audit, and Risk (FAR) Committee terms of reference*[1], the FAR Committee shall:

- Annually, review and approve the CEO's budget envelope assumptions.
- Annually, review the CEO's draft budget and make recommendations to the Board.
- Review the CEO's quarterly financial reports and make recommendations to the Board, as necessary.
- Quarterly review Board risks, making necessary recommendations to the Board, and complete an annual review of the Corporate Risk Profile before it is shared with the Board in June, or whenever significant changes occur.
- Conduct a triennial in-depth analysis of the Board's strategic risks and make recommendations of acceptable mitigation strategies, residual risks, and required actions to the Board as an input to each new Strategic Plan.
- Review the investment reports (prepared by a third-party advisor) at least annually and make recommendations to the Board.
- Review and recommend changes to the Board's investment policy.
- Oversee the annual audit including:
    - Annually assessing the auditor considering independence, communication and interaction, and quality of the engagement team.
    - Confirming the scope of the audit, which shall include a review of the key financial processes.
    - Providing an annual report to the Board regarding the audited financial statements and any significant information rising from discussions with the auditor.
    - Providing an annual report to the Members with:
        - The Board's approval of the audited financial statements,
        - A summary of the auditor's observations together with Engineers Canada staff response, and
        - The Board's recommendation for the appointment of the following year's auditor.
    - Conducting a comprehensive review of the auditor at least every five years. The outcome of this review is a recommendation to either retain the audit firm or select an alternative audit firm.

[1] Last amended on September 29, 2022.

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

- Review and update the Board on finance-related matters, such as internal financial controls and finance-related policies and procedures.
- Conduct a review of any long-term procurement contracts that extend beyond five years.

At this time, the 2023-2024 work plan is as follows:

Mtg. #	Work plan item	Committee approval	Document deadline	Board meeting/ presentation
1.	a) Confirm FAR committee chair b) Approve committee work plan c) Approve high-level budget assumptions	June 19, 2023 Niagara-on-the-Lake	Aug 4, 2023	October 5, 2023
2.	a) Review draft budget (includes recommendation for setting the per capita assessment fee) b) Discuss amendments to Board policy 7.1, *Board, committee, and other volunteer expenses* c) Review Q2 financial statements d) Review Q2 investment performance report e) Review Q2 risk register	August 11, 2023 Virtual	August 21, 2023	October 5, 2023
3.	a) Review final budget (includes recommendation for setting the per capita assessment fee) b) Review of FAR Committee-related Board policies prior to their review by the Governance Committee	October 17, 2023 Virtual	October 19, 2023 / December 22, 2023	December 4, 2023 / March 1, 2024
4.	a) Review Q3 financial statements b) Review Q3 investment performance report c) Review Q3 risk register d) Review audit plan e) ESG presentation	Dec. 13, 2023 Virtual	N/A	N/A
5.	a) Review Q4 financial statements b) Review Q4 & annual investment performance report	Feb. 26, 2024 Virtual	Mar 11, 2024	Apr 3, 2024
6.	a) Review audited financial statements b) Review briefing note regarding appointment of auditors c) Review finance-related operational policies d) Review long-term procurement contracts e) Annual review Corporate Risk Profile f) Present final report for 2023-2024 committee contributions, including recommended additions for the 2023-2024 committee work plan.	March 8, 2024 Virtual	March 11, 2024[i] / March 21, 2024	April 5, 2024 / May 24, 2024
7.	a) Review Q1 financial statements b) Review Q1 investment performance report c) Review Q1 risk register	May 9, 2024 Virtual	N/A	N/A

[i] The draft audited statements are the focus of this Board meeting.

Governance Committee
2023-2024 Work Plan

Committee purpose: The Governance Committee is tasked to enhance the Board's effectiveness and efficiency on matters relating to Board governance principles and policies and to fulfill its Board responsibility to *ensure the development and periodic review of Board policies.*

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

- Review and maintain the currency and relevance of Board policies and governance documents;
- Review and make recommendations on the currency and relevance of the Bylaws and Articles of Continuance;
- Make recommendations for Board education related to governance and Board effectiveness;
- Undertake such research or reviews as may be assigned by the Board; and
- Conduct a periodic survey of Regulators and Directors to evaluate the effectiveness of Board governance and operations and develop action plans to address any required improvements.

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

The outgoing (2022-2023) Governance Committee-recommended work, as captured in Board report 5.4 from the May 2023 Board meeting, has been incorporated into the plan below.

Mtg. #	Work plan Item	Committee approval	Document deadline	Board meeting/ presentation
1	a) Confirm Governance Committee chair b) Approve committee work plan c) Approve 2023-2024 policy review schedule d) Conduct round 1 policy reviews	June 19, 2023 Niagara-on-the-Lake	August 4, 2023	October 5, 2023
2	a) Consider necessary Bylaw amendments b) Conduct round 2 policy reviews c) Consider a process to manage committee work plan additions[1] d) Consider timing and approach of the next Governance Effectiveness Survey (GES),[2] as per	September 20, 2023 Virtual	October 3, 2023	December 4, 2023

[1] During the final review of its 2022-2023 workplan, the Governance Committee recommended that the 2023-2024 Governance Committee establish a process to manage how items that are raised by the Board are added to the committee's work plan. This recommendation was put forward in response to additions made to the Governance Committee's work plan by the Board during the June 2022 Board workshop and the February 2023 Board meeting. Discussions about establishing a process are proposed to take place over two meetings – September and November. In its discussions, the Governance Committee may wish to set guiding principles that inform Board policy recommendations ahead of the forthcoming Governance Review. The committee may also wish to consider thematic versus time-based policy reviews.

[2] The first and most recent GES survey was conducted in January 2021 and presented to the Board in May 2021. Given the three years that have since past, the planned discussion of Board policy 4.12 at the September meeting, and ongoing discussions of a forthcoming governance review, it is timely for the Governance Committee to consider the next GES survey.

Mtg. #	Work plan Item	Committee approval	Document deadline	Board meeting/ presentation
	Board policies 4.12, *Board self-assessment,* and 6.8, *Governance Committee terms of reference.*			
3	a) Conduct round 3 policy reviews b) Recommend to the Board a process to manage committee work plan additions.	November 15, 2023 Virtual	Dec. 22, 2023	March 1, 2024
4	a) Conduct round 4 policy reviews b) Other policy improvements as identified by other committees, if applicable. c) Make recommendations for Board education to inform the HR Committee's development budget.[3] d) Approve final report for 2023-2024 committee contributions, including recommended additions for the 2024-2025 committee work plan	March 7, 2024 Virtual	March 21, 2024	May 24, 2024

[3] The Governance Committee's insights may be informed by the 2022-2023 Board Self-Assessment Report, contemporary issues facing the Board, etc. Insights from the Governance Committee will be shared with the HR Committee at its meeting in May when it reviews the 2025 budget considerations.

Human Resources Committee
2023-2024 Work Plan

Committee purpose: The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by 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.

It is specifically tasked to fulfill the following Board responsibilities:

a) *Hold itself, and its Direct Reports accountable,*
b) *Provide orientation of new directors and continuing development of directors and others who work closely with the Board*.

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

a) Nominate new committee members and recommend committee chairs annually, as per Board policy 6.1, *Board Committees and Task Forces*;
b) Annually review policies which provide for the sound management of Engineers Canada's volunteers and personnel;
c) Establish, administer, and annually review competency profiles for the Board, individual Directors, and chairs;
d) Provide oversight of the Director onboarding and development program;
e) Annually review succession plans for the CEO, the Board, and Board 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.

The outgoing (2022-2023) HR Committee-recommended work, as captured in Board report 5.5 from the May Board meeting, has been incorporated into the plan below. Additional workload considerations are the formal 360 assessment and compensation review for the CEO that will be undertaken as per Board policy 4.7. This year will mark the second formal review since G. McDonald's appointment to the role of CEO in 2018.

Mtg. #	Work plan item	Committee approval	Board document deadline(s)	Board meeting/ presentation
1.	a) Confirm HR Committee chair b) Nominate Directors to committees, task forces, and other roles (and recommend chairs) c) Approve committee work plan d) HR Committee budget considerations e) Review process for formal 360 CEO assessment and CEO comprehensive compensation reviews	May 27, 2023 Halifax / Virtual	May 29, 2023 / August 4, 2023	Jun 19, 2023 / October 5, 2023

Mtg. #	Work plan item	Committee approval	Board document deadline(s)	Board meeting/ presentation
2.	a) High-level review of select Engineers Canada operational (HR) policies b) Review of HR Committee-related Board policies prior to their review by the Governance Committee c) Annual review of the competency profiles for the Board, individual Directors, and chairs. d) Confirm questionnaires for the Chair assessments, Board self-assessment, and the Director self- and peer-assessment [i] e) Discussion of CEO oversight (annual development plan, reporting to the Board, attendance at various AGMs) f) Discussion of draft CEO objectives for 2024 g) Selection of external consultants for formal 360 CEO assessment and comprehensive compensation reviews h) Review succession plans for the CEO and direct reports to the CEO *(In-camera)*	Sept 7, 2023 Virtual	October 3, 2023	Dec 4, 2023
3.	a) Confirmation of the CEO's annual development plan, reporting to the Board, and attendance at various AGMs b) Confirmation of CEO objectives for 2024 *In-camera session (HR Committee + CEO):* c) CEO to present 2023 CEO objective results[ii] *In-camera session (HR Committee):* d) Review results of formal CEO assessment and compensation review	Nov 23, 2023 Virtual	December 22, 2023	March 1, 2024
4.	*In-camera session (HR Committee):* a) Measurement of 2023 CEO objective results[iii] b) Finalize recommendation to Board regarding STI award in light of CEO performance evaluation	Dec. 14, 2023 Virtual	Jan 17, 2024[iv]	March 1, 2024
5.	*In-camera session (3Ps + CEO only):* a) HR Committee representatives (3Ps and the committee chair) to meet with CEO to review results of CEO assessment and compensation review and to communicate the Board's decision for STI recommendation[v]	March 1, 2024 Ottawa, ON	n/a	March 1, 2024
6.	a) Nominate Directors to the 2024-2025 HR Committee b) Review results of Board self-assessment survey[vi] c) Review Director orientation program[vii] d) Present final report for 2023-2024 committee contributions, including recommendations for the 2024-2025 committee's work plan	Mar 14, 2024 Virtual	March 21, 2024	May 24, 2024

[i] The processes governing these assessments are set in Board policies 4.12, *Board self-assessment;* 4.13*, Individual Director-assessment; and* 6.2*, Board, committee and task force chair assessment*. If the work plan is approved so that all the questionnaires come forward in September, the Governance Committee will be asked to revise policies 4.12 and 4.13 so that the proposed questions are presented to the Board for approval in December as opposed to February.

[ii] The CEO presents objective results for the current calendar year and responds to committee questions. Following this presentation, each member provides their scores to the chair within 7 business days. Discussion and debate will take place at the committee meeting that follows (December).

[iii] Each member will be asked to send their scores to the chair in advance. Discussion and debate will focus on areas where there was a difference, or a point needs to be raised.

[iv] This is the date by which the chair must have all documents that will be shared with the Board in February finalized and sent to the external translator. Staff will coordinate with the chair to provide the contact information for the translator.

[v] Translated assessment reporting circulated to Board, along with short-term incentive (STI) recommendation and objectives scoring. The CEO receives the assessment report, a letter from the HR Committee chair, and the STI recommendation (approved motion) is provided to Engineers Canada's finance department post-meeting.

[vi] The self-assessment survey results are required to produce the HR Committee nominee recommendation and the Board self-assessment report.

[vii] Slides are circulated to incoming Directors in advance of the sessions.

Collaboration Task Force

DRAFT 2023-2024 Project Plan/ Meeting Schedule

Committee purpose: The Collaboration Task Force represents the Board in the work of the 2023-2024 Strategic Priority 1.2 (SP1.2), *Strength Collaboration and Harmonization.* It is specifically tasked to provide advice and feedback to staff regarding key external facing documents, messaging, and interactions with Regulators.

As per Board policy 6.14, *Collaboration Task Force Terms of Reference,* the Task Force shall provide advice and feedback to staff on:

- A position paper on collaboration and harmonization;
- Consultations with Regulators on the position paper;
- The decision of whether or not to pursue a signed collaboration statement (based on the results of the Consultation); and,
- The content of the collaboration statement.

Based on the current project schedule, the recommended work for the June 2023 – June 2024 period is as follows:

Mtg. #	Meeting Content	Date/Time
1	• Review status/outcomes of regional consultations • Have preliminary discussion and planning for National Consultation in October • Approve Task Force 2023-2024 Work Plan	Jun. 19, 2023 11am-12pm ET
2	• Check in on planning for National Consultation and obtain Task Force feedback	July 20, 2023 12:30pm-1:30pm
3	• Check in on planning for National Consultation and obtain Task Force feedback	August 31, 2023 1pm-2pm
4	• National Consultation and debrief	October 4th, 8:30am-12:30pm
5	• Review first draft of 'Statement of Collaboration"	November 21, 2023 2pm-3pm
6	• Finalize/approve final 'Statement of Collaboration"	January 9, 2024 1PM-2PM
7	• Project Close-out Meeting	April 11, 2024 1pm-2pm

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) and Canadian Engineering Qualifications Board (CEQB) volunteer recruitment and succession plans	3.3
Purpose:	To approve the 2024-2025 CEAB and CEQB volunteer recruitment and succession plans
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs Core purpose 3: Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada Core purpose 7: Managing risks and opportunities associated with mobility of work and practitioners internationally Board responsibility 1: Hold itself, its Directors and its Direct Reports accountable
Link to the Corporate Risk Profile:	Accreditation (Board risk) Governance functions (Board risk)
Motion(s) to consider:	*a) THAT the Board approve the 2024-2025 CEAB volunteer recruitment and succession plan.* *b) THAT the Board approve the 2024-2025 CEQB volunteer recruitment and succession plan.*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Mya Warken, Manager, Accreditation, and CEAB Secretary Ryan Melsom, Manager, Qualifications, and CEQB Secretary
Presented by:	Pemberton Cyrus, Chair, CEAB Frank Collins, Chair, CEQB

Problem/issue definition

- On an annual basis, the Board is responsible for approving volunteer recruitment and succession plans for the Canadian Engineering Accreditation Board (CEAB) and the Canadian Engineering Qualifications Board (CEQB) in accordance with Board policies 6.9 and 6.10.

Proposed action/recommendation

- That the 2024-2025 CEAB and CEQB volunteer recruitment and succession plans be approved.
- The attached plans reflect the impacts of term limit changes in Board Policies 6.9 and 6.10, which were approved by the Board in May 2023.

Other options considered:

- No other options were considered, as the volunteer recruitment and succession plans reflect the needs of the CEAB and CEQB in respect to its membership.

Risks

- Without due consideration of volunteer recruitment and succession planning, there is a risk that the CEAB and CEQB may not have the resources (i.e. volunteers) with the skills or experience needed to successfully complete their work. This would negatively affect the timeliness and quality of their work, resulting in diminished value of Engineers Canada to the Regulators, among other things. This risk is mitigated, in part, by the annual development of a volunteer recruitment and succession plan, which is reviewed and approved by the Board.

- Without having reviewed and approved the volunteer recruitment and succession plan, the Engineers Canada Board fails to monitor the work of the CEAB and CEQB, two of four Direct Reports, resulting in diminished Regulator confidence.

Financial implications

- None. All considerations are included in the 2024 proposed budget.

Benefits

- The CEAB will continue to have the resources to fulfill its mandate to conduct accreditation business and develop and maintain accreditation policies.
- The CEQB will continue to have the resources to fulfill its mandate to 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.

Consultation

- This volunteer recruitment and succession plan was developed by staff and reviewed by the CEAB's Executive Committee and CEQB's Executive Committee.

Next steps

- Continue with volunteer recruitment and management as scheduled.

Appendices

- **Appendix 1:** 2024-2025 CEAB volunteer recruitment and succession plan
- **Appendix 2:** 2024-2025 CEQB volunteer recruitment and succession plan

2024-2025 CEAB volunteer recruitment and succession plan

Recruitment

Volunteer members

In accordance with Board policy 6.9, *Canadian Engineering Accreditation Board (CEAB)*, the CEAB consists of two categories of volunteers:

- **Members-at-large:** Appointed by the Engineers Canada Board on the recommendation of the CEAB Nominating Committee, based on work plan needs.
- **Members from the regions:** Appointed by the Engineers Canada Board on the recommendation of the appropriate Regulators and the support of the CEAB Nominating Committee.

Except for the Engineers Canada Director appointees (whose terms commence after they are appointed at the June Board meeting), member terms begin on July 1.

Volunteers are selected by the CEAB Nominating Committee in consultation with the Regulators and serve for a term of three (3) years. Members may, subject to the approval of the Engineers Canada Board, be twice reappointed for an additional three-year term, for a total of up to nine (9) years of total service. The term of office for the positions of Chair, Vice-Chair, and Past Chair is one (1) year.

Based on the procedures outlined in Board policy 6.9, for the 2024-2025 committee year the CEAB will seek:

- **Members-at-large:**
    - Re-appointment for one (1) member-at-large (eligible for their second three-year term) (J. Lee).
    - One (1) new appointment, replacing one individual whose term concludes June 30, 2024 (E. Cheung).
    - One (1) new appointment, replacing the successful Vice-Chair candidate whose term starts July 1, 2024 (R. Gosine).
- **Regional appointments:**
    - Re-appointment for one (1) member representing Ontario (eligible for their second three-year term) (R. Subramanian).
    - One new appointment from Quebec, replacing one individual whose term concludes June 30, 2024 (S. Barrington).
- **Yukon, the Northwest Territories, or Nunavut:** Engineers Yukon and NAPEG have sought the appointment of a representative from Yukon, the Northwest Territories, or Nunavut but has been unable to secure a nomination. The position will remain vacant until a nominee can be identified.

Given the current composition, at least one new member should be bilingual with knowledge of the CEGEP system, at least two members should be female-identifying, and at least two members should have industry experience.

Director appointees

In addition to volunteer members, according to the process laid out in section 6.9.5 of Board policy 6.9, the Engineers Canada Board appoints two (2) Directors to the CEAB. Director appointees serve for a two-year term and are appointed by the Board in alternate years in June, so that there is always one more senior Director appointee on the CEAB, to ensure continuity of knowledge.

Succession

The CEAB continues to focus on developing leadership capacity among CEAB members. The CEAB, with the support of the CEAB Secretariat, has undertaken several measures to ensure the development of leadership abilities among its members, as detailed more fully below.

Working Group on Training Documentation and Resources: AB and Visiting Team Processes

Reporting to the Policies & Procedures (P&P) Committee, this working group is tasked with reviewing and augmenting existing training and resource documents for the CEAB itself and for visiting team members. Their work will conclude by June 2024 and is divided into three streams with a specific team working on each:

1. *Processes that support consistent information gathering by Visiting Teams.*
This will include the development of an on-line introductory module for all Visiting Team members to review before the visit. This module will supplement the current visiting team training module. Role descriptions have been clearly defined for the Visiting Team Chair, Vice Chair, Program Visitors, and Observers.

2. *Processes that support strong accreditation decisions.*
This work will redefine the accreditation decision-making roles such as Lead Reviewer, Presenter, Editor including tasks, responsibilities, timelines, and expectations of each role. The role and expectations of CEAB members in accreditation decision meetings is also part of the process discussion. The group is working on providing clarity to the definitions of the Concern/ Weakness/Deficiency/Resolved.

3. *CEAB leadership*
The Leadership group has focused on the roles of the Vice Chair and Chair, with particular attention paid to the Policies and Procedures Committee, the Determination of Visiting Team roles, and the Nominating subcommittee. This work also defines the Vice-Chair's role in liaising with the Deans' Liaison Committee and members' roles when observing and reporting back on other group's meetings (such as the CEQB).

Committee, task force, and working group assignments

Positions for the CEAB's task forces and standing committees are reviewed annually in the summer and adjusted as needed, both to ensure reasonable distribution of leadership opportunities and to meet any forthcoming needs associated with the following year's anticipated work plan. Committee members are selected by the CEAB Executive, who weigh a combination of stated and demonstrated interest, experience, expertise, diversity and inclusivity considerations, and demonstrated leadership qualities.

Action required:

- A new Chair of the **Accountability in Accreditation Committee** will be sought from the current membership and one member's term will expire. As a result, a current member will be approached to serve as Chair and two new members (one from industry and one from academia) will be recruited.
- The **Policies and Procedures (P&P) Committee** will recruit one new member who will be appointed via an election process per the Terms of Reference.
- Because the CEAB Vice-Chair serves as the Chair of the P&P Committee and the individual elected to the position of Vice-Chair may not be a current member of the committee, the CEAB Vice-Chair-elect will be invited to observe the P&P Committee meetings from the time they are elected to the time where they assume the Chair of the Committee. This allows for a reasonable transition to the role.

Training for members

All new CEAB members follow an established training pathway as they become familiar with the CEAB's work and prepare to serve as a Visiting Team Chair. The pathway is approximately 12 months in duration, starting with observing an accreditation visit, to serving as a Program Visitor, then Vice-Chair, and finally chairing their first visit. Members' previous visit experience is considered in their specific pathway.

2024-2025 CEQB volunteer recruitment and succession plan

Recruitment

Volunteer members

In accordance with Board policy 6.10, *Canadian Engineering Qualifications Board (CEQB)*, the CEQB consists of two categories of volunteers:

- **Members-at-large:** Appointed by the Engineers Canada Board on the recommendation of the CEQB Nominating Committee, based on work plan needs.
- **Members from the regions:** Appointed by the Engineers Canada Board on the recommendation of the appropriate Regulators and the support of the CEQB Nominating Committee.

Except for the Engineers Canada Director appointees (whose terms commence after they are appointed at the June Board meeting), member terms begin on July 1.

Volunteers are selected by the CEQB Nominating Committee in consultation with the Regulators and serve for a term of three (3) years, with the potential to be reappointed for a second three-year term. The term of office for the positions of Vice-Chair, Chair, and Past Chair is two (2) years.

Based on the procedures outlined in Board policy 6.10, for the 2024-2025 committee year the CEQB will seek:

- **Member-at-large appointments:** Appointment for two (2) members-at-large. There are two current incumbents eligible for a second three-year term, and the Nominations Committee may choose to seek reappointment of these based on factors including regulator support and interest of the members.
- **Atlantic provinces representative (extension):** The Nominations Committee will seek to extend the term of the current regional member representing the Atlantic provinces for one year, in order that she may apply for the position of vice-chair in 2025. This extension is requested under the exemption for “exceptional circumstances” as per Board policy 6.10.1.D(3), as the May 2023 Board decision to extend the terms of vice chair, chair, and past chair from one to two years has impacted the regular CEQB vice chair nominations cycle.
- **British Columbia representative:** Appointment for one (1) member drawn from British Columbia. As the current representative is completing her second term, the Nominating Committee will work with Engineers Geoscientists British Columbia to locate a new nominee for this position.

Director appointees

In addition to volunteer members, according to the process laid out in section 6.10.5 of Board policy 6.10, the Engineers Canada Board appoints two (2) Directors to the CEQB. Director appointees serve for a two-year term and are appointed by the Board in alternate years in June, so that there is always one more senior Director appointee on the CEQB, to ensure continuity of knowledge.

Succession

The CEQB, with the support of the CEQB Secretariat, has undertaken several measures to ensure the development of leadership abilities among its members, as detailed more fully below.

Committee, task force, and working group assignments

Positions for the CEQB's task forces and standing committees are reviewed annually in June and adjusted as needed, both to ensure fair distribution of leadership opportunities and to meet any forthcoming needs associated with the following year's anticipated work plan. Committee members are selected by the CEQB Executive who weigh a combination of stated and demonstrated interest, experience, expertise, diversity and inclusivity considerations, and demonstrated leadership qualities. Currently, 7 out of 14 eligible CEQB members are serving in a leadership role. No new chair appointments will be required in 2024-2025, as all active committees have chairs.

Training for members

In addition to opportunities made available through Engineers Canada's initiatives, each year, the CEQB Executive evaluates gaps in the CEQB membership's knowledge and seeks out appropriate learning opportunities to better develop Board capacities. In 2023, the CEQB Secretariat has developed a more robust onboarding process for all new CEQB members and Board representatives, and this new process will be evaluated and improved as needed for the 2024 appointments cycle.

BRIEFING NOTE: For decision

National Position Statements	3.4
Purpose:	To approve new and updated National Position Statements
Link to the Strategic Plan/Purposes:	Core purpose 5: Advocating to the federal government
Link to the Corporate Risk Profile:	Diminished national collaboration (Board risk) Reputation (operational risk) Sustainability of engineering regulation (operational risk)
Motion(s) to consider:	*a) THAT the following new National Position Statements be approved:* *i. Licensing requirements for engineering positions in the federal public service* *b) THAT the following updated National Position Statements be approved:* *i. Building Resilient and Sustainable Infrastructure: The Critical Role of Engineers in Addressing Canada's Infrastructure Challenges* *ii. Addressing the Infrastructure Gap: Bridging Inequities in Indigenous Reserves and Remote Indigenous Communities* *iii. Immigration and Recognition of Foreign Qualifications: The Role of Engineering Regulators in Canada*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Joey Taylor, Manager, Public Affairs and Government Relations
Presented by:	Gerard McDonald, Chief Executive Officer

Problem/issue definition

- National Position Statements (NPSs) are positions on key issues relating to the public interest. These are consensus positions of the provincial and territorial Engineering Regulators. These statements:
    - Represent the collective position of the engineering profession
    - Influence public policy
    - Facilitate discussion with government
    - Provide information for our Members and those of the engineering profession
- Engineers Canada's Public Affairs Advisory Committee (PAAC) is tasked with creating the NPSs. This committee is comprised of volunteers with multi-disciplinary backgrounds and expertise.
- Each year, PAAC develops NPSs on new and existing issues facing the engineering profession. In addition, PAAC works to update the current NPSs to ensure they remain up-to-date and relevant. This helps ensure that parliamentarians and the federal government consider the expertise of the engineering profession in policy-making.
- The current process for deciding which topics PAAC will be developing in the upcoming year starts with a discussion of the potential topics during PAAC's May meeting. This process includes reviewing all existing NPSs and deciding which ones require updating as part of the annual update cycle. The topics identified by PAAC are circulated for approval by the Engineers Canada Board and the CEO Group. Once approved, PAAC develops and/or updates the NPSs and presents them to the Engineers Canada Board and the Regulators for approval. The process for the identification and development of public policies supported by the Regulators is available in Board policy 9.3, *National Position Statements.*
- The NPSs for review at this meeting are linked to core purpose 5: Advocating to the Federal Government of the 2022-2024 Strategic Plan, and include:

    New position statement on:

- Licensing requirements for engineering positions in the federal public service

Updated existing statements on:

- Building Resilient and Sustainable Infrastructure: The Critical Role of Engineers in Addressing Canada's Infrastructure Challenges
- Addressing the Infrastructure Gap: Bridging Inequities in Indigenous Reserves and Remote Indigenous Communities
- Immigration and Recognition of Foreign Qualifications: The Role of Engineering Regulators in Canada

Proposed action/recommendation

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

Other options considered

- N/A

Risks

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

Financial implications

- N/A

Benefits

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

Consultation

- Engineers Canada's multi-disciplinary Public Affairs Advisory Committee, Engineers Canada's Indigenous Advisory Committee, Regulators (via the CEOs), and the Engineers Canada Board Directors were asked, by email, to review and provide comments and updates to the presented NPSs; 7 of the 12 Regulators and 2 Director responded with comments via e-mail.
- There were no objections or concerns regarding the engineering profession's position as laid out in the NPSs being presented.

Next steps (if motion approved)

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

Appendix

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

Licensing requirements for engineering positions in the federal public service

The engineering profession's position

- Engineers and engineering make valuable contributions to public service.
- To practise engineering and use the title 'engineer' (or any variation thereof), individuals must be licensed by the engineering regulator for the provinces and/or territories where the title is being used.
- Engineering regulators set high professional and ethical standards, establish codes of conduct, and administer regulatory processes and standards of practice to ensure the protection of the public.
- Regulation minimizes risks to public safety and ensures that relevant engineering activities are conducted by licensed engineers who are held to high professional and ethical standards that require them to work in the public interest and pursue continuous professional development.
- Engineers Canada calls on the federal government to ensure standardization across all federal departments to make engineering licensure a requirement for positions at the EN-ENG-03 level and above.

The challenge(s)

For many years, federal departments and agencies have been staffing positions designated as engineering positions within the public service, specifically in the EN-ENG sub-category, without requiring engineering licensure as a term of employment. This lack of a licensure requirement for engineering work potentially threatens public safety.

The current guidelines issued by the Treasury Board of Canada Secretariat (TBS) do not require occupational certification across all EN-ENG category positions in federal departments, leading to inconsistent criteria for EN-ENG postings across the federal public service. Furthermore, in positions where certification is required, the minimum standard only refers to "eligibility for certification as a professional engineer in Canada" without specifying how eligibility is determined.

In Canada, all 12 provincial or territorial engineering regulators issue engineering licences. However, current TBS guidelines do not require applicants to be registered with one of these engineering regulators, potentially placing public safety and professional accountability for engineering work at risk.

Additionally, all engineering regulators have provisions in their provincial and territorial acts that prevent non-licensed individuals from calling themselves 'engineers'. It is therefore imperative that any position using the term 'engineer,' especially those in the EN-ENG sub-category, be filled by a licensed engineer. Failure to adhere to this requirement not only exposes candidates or employees to the risk of fines or sanctions, but also conflates the public's perception of the individual's qualifications and jeopardizes the public's high degree of trust in the engineering profession. For these reasons, engineering regulators works diligently to ensure only licensed individuals are using the title ‘engineer.’

This practice of staffing unlicensed individuals in engineering positions also puts the federal government in violation of provincial and territorial engineering Acts. These Acts are designed to regulate the practice of engineering and ensure that only qualified, licensed individuals carry out engineering work. By not requiring licensure for engineering positions, the federal government is not only undermining the authority of these Acts but also potentially breaching them. This could lead to legal repercussions and further erode public trust in the federal government's commitment to public safety and professional accountability. It is crucial that the federal government aligns its employment practices with the requirements of provincial and territorial engineering Acts to uphold the integrity of the engineering profession and ensure public safety.

How Engineers Canada has contributed

Engineers Canada firmly believes that engineering work should only be conducted by a licensed engineer in the province or territory where the work is taking place, as this is in the public’s best interest. Engineering legislation in all provinces and territories provides the engineering regulators with a clear and exclusive mandate to regulate the practice of engineering.

The term 'engineer' also comes with a set of ethical and licensed responsibilities and accountabilities, similar to other regulated professions like healthcare and law. Engineers are publicly accountable for their work, ensuring transparency and accountability, ultimately ensuring the safety of Canadians. However, Canadians' welfare will be at risk as long as engineering positions within federal government departments and agencies, especially those involving engineering practices, do not require candidates to hold an engineering license or be registered as engineers-in-training with their respective provincial or territorial regulator.

Provincial and territorial regulators throughout Canada are granted extensive regulatory authority by legislation to oversee all aspects of professional accountability, practice, admissions, complaints, discipline, enforcement, professional standards, continuing professional development, and mobility related to engineering. This regulatory authority enables them to prevent unlicensed or unqualified individuals from engaging in engineering and to ensure that licensed engineers work in the public interest, adhering to high professional and ethical standards, which helps mitigate risks to public safety.

Engineering regulators in each jurisdiction serve the public interest by ensuring that only qualified individuals engage in engineering by:

- Licensing qualified individuals based on their ability to practise engineering with competence and integrity.
- Administering registration practices that are timely, transparent, objective, impartial, and fair.
- Providing outreach and mentoring to prospective licensees to facilitate their understanding of the requirements for licensure and their entry into the profession.
- Acting against those who are practising engineering but who are not licensed to do so.
- Offering continuing professional development that supports license holders to maintain their professional competencies.
- Implementing national labour mobility agreements to facilitate interprovincial mobility.
- Facilitating foreign qualification recognition through international agreements and other activities.

Recommendations to the federal government

Engineers Canada is urging the federal government to standardize occupational certification requirements for new EN-ENG-03 and above positions in federal departments and agencies by requiring "certification as a professional engineer in Canada." This would ensure that individuals practising engineering and using the title 'engineer' (or any variation thereof) are licensed by the relevant engineering regulator for the province or territory where the title is being used.

Furthermore, to reinforce public safety and demonstrate support for the engineering profession, the federal government should work collaboratively with Canada's engineering profession to establish clear and consistent criteria for EN-ENG titles in public service job postings and descriptions. This collaborative effort will ensure that positions designated as engineering positions are exclusively occupied by licensed engineers in alignment with provincial and territorial legislation.

Finally, the federal government should engage in ongoing collaboration with the engineering profession to establish and maintain accreditation standards that prioritize evolving expectations regarding public safety, health, and welfare, as well as environmental protection. This will require a commitment to continuous dialogue and consultation with stakeholders to ensure that accreditation standards continue to evolve in response to changing needs and circumstances. By taking these actions, the federal government can help strengthen public confidence in the engineering profession, promote accountability and ethical standards, and ensure that Canadians are protected from the risks associated with unlicensed and unregulated engineering work.

How Engineers Canada will contribute

Engineers Canada will continue to:

- Advocate for the licensing of federal employees in the engineering sub-category EN-ENG who are responsible for engineering activities. This will ensure their accountability to the public as federal employees and their dedication to the safety, health, and welfare of the public, as well as environmental protection.
- Monitor job postings for engineering positions within the federal public service, with the aim of identifying government departments and agencies that advertise engineering work positions in the engineering category but do not stipulate licensure as a mandatory requirement for employment.
- Provide information or clarity on the role of engineers and engineering as requested.

Building Resilient and Sustainable Infrastructure: The Critical Role of Engineers in Addressing Canada's Infrastructure Challenges

The engineering profession's position

- Sound and reliable public and private infrastructure ~~are~~ play a fundamental role in upholding ~~to ensuring~~ public safety, driving economic prosperity, and promoting overall societal well-being. Infrastructure serves as the backbone of growth and development, but outdated or poorly maintained infrastructure may pose risks to public health, safety, and the environment, while also impeding economic growth and competitiveness.
- All levels of government have a responsibility to provide predictable funding for the design, construction, and maintenance of safe and resilient public infrastructure throughout its full life cycle. This necessitates adopting a long-term perspective and conducting comprehensive life cycle analyses, recognizing that investing in infrastructure today will yield benefits for future generations. Engineers possess the technical expertise and skills to evaluate infrastructure conditions, identify potential issues, and develop effective solutions to deliver safe and sustainable infrastructure that serves the public interest. They are committed to delivering infrastructure that meets the highest standards of quality, safety, and reliability, with due consideration for comprehensive life cycle analyses.
- To achieve sustainable infrastructure development aligned with long-term societal needs, it is vital to prioritize sustainable practices in design codes and standards, focusing on energy efficiency, low carbon emissions, and climate resilience. Robust maintenance standards must also be established to ensure ongoing safety and integrity.

The challenge(s)

Infrastructure plays a critical role in ensuring public safety, quality of life, and economic competitiveness in Canada. However, there are several challenges that need to be addressed to ensure that Canadian infrastructure can meet the needs of the future. These challenges can be categorized into four main areas:

1. Deterioration from aging and use: A significant portion of public infrastructure in Canada is aging and in poor condition, which poses challenges. Bridges, roads, and water treatment plants are becoming outdated and require repair or replacement.[1]
2. Climate change resilience: The impacts of climate change, including extreme weather events and rising sea levels, ~~pose~~ present a significant threat to the resilience of infrastructure. Such events may lead to substantial damage and service disruptions. ~~.~~ This in turn can result in direct harm to the public, emphasizing the need for infrastructure to be capable of ~~to~~ withstanding and adapting to climate-related risks.
3. Reduction of infrastructure's contribution to global warming: The manufacturing process of ~~i~~infrastructure materials, such as cement, contribute significantly to global CO2 emissions. Addressing the impact of infrastructure on global warming is a critical challenge that requires implementing measures to reduce emissions and adopt sustainable practices throughout the infrastructure lifecycle.
4. Financing infrastructure responses: The cost of addressing infrastructure challenges is substantial.~~,~~ ~~necessitating e~~Effective funding and financing models are required. Finding innovative approaches to secure adequate financial resources for infrastructure projects is crucial to meeting these challenges and ensuring the timely completion of necessary improvements.

Significant efforts are already underway to address these challenges. Infrastructure Canada is leading the development of Canada's first National Infrastructure Assessment,[2] which aims to assess infrastructure needs, improve coordination among owners, and determine funding/financing models. Additionally, Natural Resources Canada is working on the Canada Green Building Strategy to advance progress in achieving net-zero emissions and enhancing climate resilience in the building sector.[3]

As the effects of climate change ~~worsen~~accelerate, establishing a long-term vision for climate-resilient infrastructure becomes increasingly critical. With projections of significantly increased infrastructure by 2050, prioritizing energy efficiency, low embodied carbon, and climate resilience aligns with emission reduction goals[4,5] and supports Canada's National Adaptation Plan.[6] Implementing new procurement

[1] The Canadian Infrastructure Report Card (2019). *Informing the Future: Assessing the Health of Our Communities' Infrastructure*. The Canadian Infrastructure Report Card
[2] Infrastructure Canada. (2021). Building Pathways to 2050: Moving Forward on the National Infrastructure Assessment. https://www.infrastructure.gc.ca/alt-format/pdf/nia-eni/nia-eni-2-en1.pdf
[3] Natural Resources Canada. (2023). The Canada Green Building Strategy. The Canada Green Buildings Strategy.
[4] Canadian Net-Zero Emissions Accountability Act, S.C. 2021, c. 22 (2021). https://laws-lois.justice.gc.ca/eng/acts/c-19.3/fulltext.html
[5] Government of Canada. (2022). 2030 Emissions Reduction Plan: Clean Air, Strong Economy. https://www.canada.ca/en/services/environment/weather/climatechange/climate-plan/climate-plan-overview/emissions-reduction-2030.html
[6] Washington Post. (2023). World is on brink of catastrophic warming, U.N. climate change report says. https://www.washingtonpost.com/climate-environment/2023/03/20/climate-change-ipcc-report-15/

requirements and ~~higher~~ standards that consider sustainable principles, such as energy and carbon performance, and climate considerations, will facilitate informed decision-making and contribute to the development of thriving and resilient communities.

While traditional engineering approaches have typically relied on grey infrastructure solutions, there is a growing recognition of the value of nature-based solutions, such as green infrastructure, in addressing challenges like flood management, erosion control, and urban cooling.[7] ~~Embracing~~ Imparting nature-based solutions ~~alongside~~ into the application of traditional engineering practices not only addresses technical challenges but also provides additional co-benefits, including improved air and water quality, enhanced biodiversity, carbon sequestration, flood mitigation, and aesthetic, cultural, and recreational benefits. With increasing consideration for nature-based solutions, engineers play a crucial role in all aspects related to their adoption, implementation, and maintenance.

Addressing these infrastructure challenges necessitates a coordinated effort involving all levels of government, industry stakeholders, and the engineering profession. Engineers shall continue ~~will~~ to collaborate closely with practitioners, officials, and decision-makers to advocate for investments in energy-efficient, low-carbon, and climate-resilient infrastructure. Furthermore, securing the expertise of engineering professionals to assist in policy development and implementation is crucial. Supporting the active engagement of engineers in the modernization of infrastructure codes, standards, and maintenance protocols enhances public safety, ensures reliability, and maximizes the value of infrastructure investments. By addressing these challenges collectively, Canada can build a sustainable, resilient, and future-ready infrastructure network.

How Engineers Canada has Contributed

Engineers Canada has collaborated closely with the federal government to advise on policies and programs related to public and private infrastructure in Canada. Engineers provide technical expertise and input on best practices, codes, and standards related to infrastructure development, maintenance, and sustainability. Together with the 12 provincial and territorial engineering regulators, Engineers Canada has contributed to enhancing the safety and resiliency of communities across Canada and mitigating the impact of climate change on infrastructure. This collaboration involves:

- Issuing National Position Statements that highlight timely issues and reflect the engineering profession's stance on critical issues related to public interest including infrastructure, infrastructure on Indigenous reserves and in remote Indigenous communities, and climate change mitigation and adaptation.

[7] Asset Management British Columbia. (2019). Integrating Natural Assets into Asset Management: A Sustainable Service Delivery Primer https://www.assetmanagementbc.ca/wp-content/uploads/Integrating-Natural-Assets-into-Asset-Management.pdf.

- Supporting federal initiatives by providing evidence-based recommendations.
- Creating national guidelines and papers that serve the needs of regulators, engineers, and applicants for licensure regarding the environment and sustainability.

The provincial and territorial engineering regulators play a vital role in supporting the federal government's efforts toward sustainable infrastructure development in Canada. They uphold high standards of competency and ethics among engineering professionals and ~~set and enforce~~prepare guidelines for sustainable engineering practices. Additionally, regulators provide education and training opportunities to equip engineers with the necessary knowledge and skills to implement sustainable technology and systems in infrastructure projects. By collaborating with industry associations, academic institutions, and other stakeholders, regulators help promote the adoption of sustainable engineering practices across Canada's public and private infrastructure.

Through close collaboration with the engineering profession, the federal government can ensure that public infrastructure in Canada is safe, reliable, and sustainable.

Recommendations to the federal government

Infrastructure investments and renewal are vital for the development of Canadian communities and stimulating economic growth. To address emerging challenges such as climate change, population growth, and technological evolutions, it is crucial to involve licensed engineers in decision-making and throughout the life cycle of federal infrastructure projects. This ~~ensures~~ assists in developing comprehensive, evidence-based, and expert-driven assessments and delivery of infrastructure assets. It is also crucial to involve engineers in the development of national strategic plans related to Canada's infrastructure that can be adopted by each of the provincial and territorial governments. Engineers, with their professional expertise, recognize their moral responsibility to implement projects that are technically sound and ethically responsible, considering the potential harm to marginalized, vulnerable, or structurally oppressed communities.

To ensure the safety, reliability, and sustainability of Canada's public infrastructure, the federal government should foster and commit to ongoing collaboration with the engineering profession and other stakeholders to ensure that infrastructure projects meet community needs and comply with applicable regulations and building codes. The beneficial outcomes of such a commitment would include:~~:~~

1. Integration of ~~Integrate~~ sustainable design practices (low carbon, energy efficiency and climate resilience) into new infrastructure projects to minimize environmental impacts and emissions and ensure infrastructure is better prepared for physical climate risks, such as warming and extreme heat, floods, wildfires, and other extreme weather events.
2. ~~Utilize~~ Utlization of advanced materials and scientifically validated technologies to enhance the durability, safety, and functionality of public infrastructure.

3. Foster ongoing collaboration with the engineering profession and other stakeholders to ensure that infrastructure projects meet community needs and comply with applicable regulations and building codes.
4. Ongoing improvements to infrastructure design codes and standards including the development of maintenance standards that support and reinforce the objectives of safety, reliability and sustainability in a fiscally responsible manner.

In addition, the federal government should consistently incorporate climate vulnerability assessments in funding approvals, environmental impact assessments, and infrastructure project designs. Establishing clear, transparent, and consistent evaluation criteria that comply with best asset management practices for project selection is essential. Flexibility in the timing of expenditures should be provided to ensure funds are spent wisely and effectively.

For the longevity and reliability of public infrastructure in Canada, ongoing improvements to infrastructure design codes and standards should include the development of maintenance standards. These standards ensure robust infrastructure designs that withstand the test of time, reducing the likelihood of costly repairs and minimizing the risk of catastrophic failures. The engineering profession is committed to playing a key role toward achieving such outcomes through ~~in the~~ development and maintenance of sound and reliable infrastructure, which is critical to the health and prosperity of society.

Lastly, the federal government can support the Atlas Initiative for Climate Resilient Infrastructure (Atlas), which aims to unite engineers, governments, and financial institutions to improve connectivity, protect people, and safeguard the planet. The Atlas initiative is based on two pillars: involving engineers in decision-making from the outset and recognizing that no single entity can solve the climate/infrastructure challenge alone. The Atlas plan offers engineering policies to national governments, multilateral development banks, insurance, and reinsurance organizations. By adopting the Atlas call for climate-resilient infrastructure, the federal government can secure Canada's competitiveness in the race to a resilient net-zero future while protecting communities from climate disasters.

How Engineers Canada will Contribute

Engineers Canada is committed to:

- Engaging in ongoing collaboration with practitioners, government officials, and decision-makers to emphasize the value and benefits of sustained long-term investments in climate-resilient core public infrastructure and adequate funding for infrastructure maintenance to ensure safe and reliable service while protecting public health, safety, and the environment.
- Securing the services of engineering experts as needed to assist policy and decision-makers in proposing, developing, and implementing appropriate policies, procedures, and processes for long-

term solutions to enhance public safety, reliability, environmental sustainability, and the value of public infrastructure. This includes supporting governments in their ongoing efforts to modernize infrastructure codes, standards, and other instruments, including new infrastructure maintenance standards.

- Collaborating with other infrastructure stakeholders to promote consistent messaging on the importance of educating and informing Canada's engineers about the impacts and risks of extreme weather and our changing climate on infrastructure design, operations, and maintenance, using climate vulnerability assessments and practice guidance.

Addressing the Infrastructure Gap: Bridging Inequities in Indigenous Reserves and Remote Indigenous Communities

The engineering profession's position

- Critical infrastructure, such as safe drinking water, reliable electricity, wastewater treatment, waste management, information technology, schools, and housing, must be adequately funded, constructed ~~to appropriate standards~~considering changing weather events, and demonstrate resilience in Indigenous reserves and remote Indigenous communities.
- Professional engineers have a vital role to play in supporting Indigenous communities to achieve their desired outcomes for infrastructure planning, design, construction, maintenance, and operation.
- The engineering profession is committed to engaging with Indigenous communities and incorporating their input throughout the project lifecycle, while respecting and incorporating traditional and cultural practices, and recognizing the value of Indigenous knowledge in the infrastructure life cycle.
- The federal government has a responsibility to ensure that sufficient, predictable, and sustained funding is provided for Indigenous communities to address infrastructure gaps and support capacity building efforts.

The challenge(s)

Public infrastructure is essential for improving the quality of life and economic opportunities in northern, remote, and rural communities across Canada. Unfortunately, a significant portion of the existing infrastructure in these areas is in a state of disrepair, inadequacy, and poor condition.[1] This situation disproportionately affects Indigenous ~~reserve~~ communities, exacerbating existing social and economic disparities.[2]

To address these challenges, the federal government is committed~~–~~ to a renewed nation-to-nation relationship with Indigenous peoples based on recognition of rights, respect, truth, co-operation, and partnership~~to establishing a renewed nation-to-nation relationship with Indigenous Peoples~~, guided by the *Truth and Reconciliation Commission's Calls to Action*[3]. This commitment is grounded in the recognition of Indigenous rights, respect, truth, cooperation, and partnership. By supporting Indigenous

---

[1] Statistics Canada. (2022). *Housing conditions among First Nations people, Métis and Inuit in Canada from the 2021 Census*. https://www12.statcan.gc.ca/census-recensement/2021/as-sa/98-200-x/2021007/98-200-x2021007-eng.pdf

[2] Government of Canada. (2022). *Barriers to Economic Development in Indigenous Communities. Report of the Standing Committee on Indigenous and Northern Affairs.* https://www.ourcommons.ca/Content/Committee/441/INAN/Reports/RP11714230/inanrp02/inanrp02-e.pdf

[3] Government of Canada (2022). *Budget 2022 A Plan to Grow Our Economy and Make Life More Affordable.* https://www.budget.canada.ca/2022/report-rapport/chap7-en.html

priorities, promoting self-determination, and rectifying inequalities between Indigenous and non-Indigenous populations, the government aims to foster thriving and resilient Indigenous communities. Furthermore, Indigenous communities, especially those in remote areas, are already experiencing the adverse effects of climate change, such as permafrost melting. The northern regions of Canada are warming at a rate twice as fast as the national average, leading to accelerated environmental challenges like rising sea levels, coastal erosion, and permafrost degradation.[4]

While infrastructure deficits are not exclusive to Indigenous communities, there is a significant disparity in the availability of adequate public infrastructure between northern, remote, and on-reserve communities compared to off-reserve communities and municipalities. The federal government has expressed their commitment to lessening this disparity by addressing the needs of Indigenous communities and rectifying historical inequities[5]. Yet despite substantial investments in public infrastructure, further action is necessary to bridge the gap ~~and ensure~~for equitable access for all.

To overcome these challenges, a comprehensive and collaborative approach is required, one that actively involves Indigenous communities in the planning, design, and implementation of infrastructure projects. Long-term and sustainable funding commitments from all levels of government are crucial for achieving meaningful improvements. Additionally, tailored solutions that account for the unique circumstances and specific needs of remote communities are necessary, considering their geographical isolation and smaller population size.

The engineering profession is well-positioned to contribute to infrastructure development and maintenance challenges in these communities. Engineers can provide technical expertise, promote safety, sustainability, and resilience in infrastructure projects, and engage with Indigenous communities to understand their perspectives and incorporate their needs. Through collaboration and cooperation, effective and sustainable infrastructure initiatives can be implemented, thereby addressing the distinct challenges faced by northern, remote, and on-reserve communities.

How Engineers Canada has contributed

Engineers Canada and the 12 provincial and territorial engineering regulators are instrumental in improving the safety and resilience of communities across Canada, particularly in Indigenous reserves and remote Indigenous communities, and addressing the effects of climate change on infrastructure. This partnership encompasses a variety of initiatives, such as working with Indigenous communities to evaluate the climate vulnerability of their water and wastewater systems using the Public Infrastructure Engineering Vulnerability Committee (PIEVC) Protocol. Engineers Canada has also facilitated assessments of housing, schools, and other infrastructure for the Oneida Nation of the Thames in southern Ontario and has developed an Indigenous toolkit that integrates climate risk assessments into Indigenous community asset management plans. Additionally, Engineers Canada has supported the capacity-building of Indigenous engineers and communities across the country through PIEVC training and risk assessment

[4] The CBC. (2022). *The world's permafrost is rapidly thawing and that's a big climate change problem.* https://www.cbc.ca/news/canada/edmonton/the-world-s-permafrost-is-rapidly-thawing-and-that-s-a-big-climate-change-problem-1.6674976

[5] Government of Canada (2022). Federal Budget 2022 – Chapter 7: Moving Forward on Reconciliation. https://www.budget.canada.ca/2022/report-rapport/chap7-en.html

workshops, while engineering faculties across Canada have collaborated with Indigenous communities to enhance public infrastructure. As of March 2020, the ownership and control of the PIEVC Program has been transferred to an alliance consisting of the Institute for Catastrophic Loss Reduction, the Climate Risk Institute, and Deutsche Gesellschaft für Internationale Zusammenarbeit.

In addition, this collaboration also involves:

- Issuing National Position Statements that highlight timely issues and reflect the engineering profession's stance on critical issues related to public interest including infrastructure, infrastructure on Indigenous reserves and in remote Indigenous communities in Canada, climate change mitigation, and adaptation.
- Supporting federal initiatives by providing evidence-based recommendations.
- Creating national guidelines and papers that serve the needs of regulators, engineers, and applicants for licensure regarding the environment, sustainability, and other issues impacting infrastructure in Canada.

Recommendations to the federal government

We commend the Government of Canada for their dedicated efforts in addressing and resolving long-term drinking water advisories in First Nations communities.[6] Through collaboration and investment, ~~significant~~ progress has been made towards ensuring access to safe and clean drinking water for all. The engineering profession, along with provincial and territorial engineering regulators, plays a crucial role in developing and maintaining infrastructure in Indigenous reserves and remote Indigenous communities in Canada. They ensure that infrastructure projects are tailored to meet the specific needs and challenges of Indigenous communities, such as extreme weather conditions, resource accessibility, and cultural awareness. By engaging directly with Indigenous communities and incorporating their input, engineers help ensure that infrastructure projects are developed in a way that respects and benefits these communities.

Indigenous reserves and remote Indigenous communities often lack infrastructure that is provided to other non-Indigenous communities by municipalities or provinces and territories. The federal government is responsible for providing infrastructure on Indigenous reserves. Thus, it has a responsibility to ensure Indigenous communities have access to sufficient, predictable, and sustained funding for the development and maintenance of resilient and sustainable public infrastructure. ~~The federal government should work~~ Collaborating closely with Indigenous communities, the federal government ought to evaluate their ~~with Indigenous communities to assess their~~ infrastructure needs, provide funding for infrastructure projects to address gaps, and offer training in asset management practices to support effective planning and management.

The federal government should also take action to eliminate long-term drinking water advisories on public systems on reserves as soon as possible. It should also support updates to Indigenous infrastructure asset inventories including modernizing data management and support systems and reviewing asset categories and descriptions.

[6] Government of Canada (2023). *Ending long-term drinking water advisories*. https://www.sac-isc.gc.ca/eng/1506514143353/1533317130660

The engineering profession, along with provincial and territorial engineering regulators, will continue to provide recommendations and best practices to the federal government in building and maintaining infrastructure in Indigenous reserves and remote Indigenous communities. To forge a path forward, the federal government should foster collaboration among communities, engineering experts, and provincial and territorial engineering regulators. Through these concerted efforts, secure, dependable, and sustainable infrastructure can be built and sustained in Indigenous reserves and remote Indigenous communities across Canada.~~By following these recommendations, the federal government, engineering professionals, and provincial and territorial engineering regulators can collaborate to construct and maintain secure, dependable, and sustainable infrastructure in Indigenous reserves and remote Indigenous communities throughout Canada~~.

How Engineers Canada will contribute

Engineers Canada is committed to supporting initiatives aimed at boosting the enrollment of Indigenous individuals in post-secondary engineering programs, with the aim of increasing the number of Indigenous engineers.

The engineering profession in Canada is well equipped to offer impartial guidance to the federal government through consultation, evaluation, and partnership. Engineers possess the technical proficiency required to help formulate and execute sustainable and cost-effective plans that establish resilient infrastructure.

Immigration and Recognition of Foreign Qualifications: The Role of Engineering Regulators in Canada

The engineering profession's position

- The engineering profession believes in a transparent, open, and equitable admission process for qualified internationally trained engineers to practise in Canada, in line with the principles of fairness, respect, and reciprocity.
- All practising engineers in Canada must meet the ~~rigorous~~ comprehensive requirements for licensure set by one of the 12 provincial and territorial engineering regulators, regardless of where they were educated or practise. This ~~ensures that~~promotes the licensing of only qualified professionals who can demonstrate their ability to practise engineering with competence and integrity. ~~are licensed~~.
- Immigration-related legislation, policies, and programs must consider the engineering regulators' responsibility to protect the public by ensuring that all applicants for engineering licensure, including those who trained or practiced abroad, meet the same high standards for competence and integrity. This includes verifying the authenticity and validity of academic credentials, work experience, language proficiency, and ethical conduct. By upholding these high standards, the regulators can maintain public trust in the engineering profession and safeguard the health, safety, and welfare of Canadians.

The challenge(s)

The growing disparity between labour demand and supply in Canada, coupled with the increasing number of immigrants who can help fill that gap, presents a pressing challenge in recognizing foreign qualifications. The process, outlined in the "Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications" by Employment and Social Development Canada, involves assessing the alignment of knowledge, skills, work experience, and education acquired in another country with the standards for Canadian professionals and tradespersons. [1] This challenge affects not only immigrants but also Canadians who have pursued education and experience abroad, emphasizing the need for effective policy measures to streamline the recognition process, integrate highly skilled individuals into the Canadian labor market, and optimize the allocation of talent resources.

More specifically, engineering is a regulated profession in Canada, and all those seeking engineering licensure in Canada must meet the same high standards for licensure, regardless of their education or

[1] Government of Canada (2022). *A Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications*. https://www.canada.ca/en/employment-social-development/programs/foreign-credential-recognition/funding-framework.html

work experience. However, engineers trained outside of Canada may find it challenging to navigate the licensure requirements due to language barriers and the Canadian regulatory model.

The path to obtaining engineering licensure in Canada involves a comprehensive review of an individual's academic background, work experience, language proficiency, ethical standing, and character by the provincial or territorial regulator. These regulators work to promote ~~ensure~~ the adherence of ~~that~~ applicants to necessary educational standards and to safeguard the public from fraudulent academic credentials.~~meet the necessary educational standards and protect the public from fraudulent academic credentials~~. They also assess that ~~ensure~~ ~~that~~ applicants to ~~applicants~~ understand Canadian engineering codes and standards, and the legislation that impacts the practice of engineering in Canada.

Only professionals licensed by one of the 12 provincial or territorial engineering regulators are permitted to use the title 'engineer,' regardless of where they completed their engineering degree. This emphasizes the regulators' commitment to ensuring that only competent and qualified professionals practise engineering and safeguarding the public's interests.

How Engineers Canada has contributed

The engineering profession in Canada acknowledges the important role that immigration plays in promoting economic sustainability and innovation. For over two decades, the profession has been at the forefront of facilitating the integration of skilled professionals into the Canadian workforce. In partnership with provincial and territorial engineering regulators, Engineers Canada works closely with federal departments to provide unbiased guidance on the integration of international engineering graduates into the profession. Additionally, we advocate for aligning federal requirements with provincial and territorial licensing processes to prevent duplication and ensure efficiency.

Engineers Canada facilitates dialogue among regulators to ~~ensure~~ maintain consistency in licensure requirements and admissions practices. This includes developing and maintaining national guidelines for admission to the practice of engineering in Canada and promoting best practices for assessing credentials and recognizing qualifications earned outside of Canada. This promotes consistency and transparency in the admissions process, ensuring that only qualified individuals are licensed to practise engineering in Canada, and protecting the public from unqualified practitioners. The Canadian Engineering Accreditation Board (CEAB) ensures that undergraduate engineering programs at Canadian higher education institutions meet the education requirements for licensure set by provincial and territorial regulators, maintaining a list of accredited undergraduate engineering programs that regulators and the public can access to verify credentials. The Canadian Engineering Qualifications Board (CEQB) creates tools to assist in the fair assessment of applicant qualifications, including a publicly available national guideline for admission to the practice of engineering in Canada, and develops engineering syllabi that reflect what is taught at accredited engineering programs in Canada. These syllabi are the basis for examinations used by regulators to assess the academic formation of those whose engineering degrees are not accredited by the CEAB. Finally, regulators verify and authenticate all academic documents to ensure their validity.

Regarding the academic requirement for licensure, individuals without an engineering degree recognized by the CEAB have their academic credentials addressed in the following manner:

Washington Accord

Engineers Canada is a signatory to The Washington Accord, an international agreement recognizing comparable approaches and systems for accrediting undergraduate engineering programs. This allows for the expeditious review of an applicant's academic credentials by the engineering regulator and promotes familiarity with the education and accreditation systems of over 20 other countries. Those who have engineering degrees recognized by the Washington Accord are generally accepted in Canada as meeting the academic requirements for licensure.

International Institutions and Degrees Database

Engineers Canada maintains the International Institutions and Degrees Database (IIDD) as a tool to help regulators assess the academic qualifications of international engineering graduates that are not recognized by the Washington Accord. This database provides up-to-date information about engineering programs from over 140 countries around the world, including background information about a country's education system and the legitimacy of specific institutions and degrees. The IIDD has undergone several upgrades since its launch in 2009, with the most recent in 2021, which expanded its information to include quality assurance systems and the link between education and the licensing/registration system in each country, where applicable.

The Canadian environment experience requirement

Historically, all engineering regulators mandated that individuals seeking licensure fulfil a one-year Canadian experience requirement. This requirement aimed to guarantee that individuals were adequately exposed to Canadian culture, engineering codes, legislation, technical standards, and regulations. However, several regulators have recently substituted this one-year requirement with a mandate to demonstrate defined Canadian competencies. These competencies are a part of the competency-based assessment (CBA) process and must be demonstrated by all licensure applicants, both domestic and internationally trained.

Applicants who demonstrate these competencies through examples that occurred outside of Canada must also reflect on how their actions would differ if the work were conducted in Canada. If gaps still exist, and the competency has not been met, applicants may also need to complete the Working in Canada seminar and all assessments to demonstrate that they possess the necessary competencies to work in a Canadian engineering environment and acquire an engineering licence. The inclusion of these competencies, the Working in Canada seminar, and other alternatives allows greater flexibility for international engineering applicants and may permit them to acquire a licence without any Canadian work experience.

Competency-based assessment of engineering work experience

Engineers and Geoscientists British Columbia, in collaboration with Engineers Canada and other engineering regulators, have developed a CBA system to evaluate individual's engineering work experience. This assessment simplifies the licensure process by offering an online tool, enabling individuals to initiate the licensure process from anywhere in the world.

The competencies identified are measurable and observable skill sets, knowledge, abilities, motivations, and traits that applicants must demonstrate to acquire a licence. Many provincial and territorial engineering regulators throughout Canada have either implemented or are actively adopting CBA. The transition to CBA provides applicants with a clearer understanding of what is necessary to obtain licensure, resulting in more specific licensure requirements. CBA is also more objective, transparent, and consistent for individuals, providing them with specific and actionable feedback on how to improve their application in the event of an unsuccessful licensure attempt.

EngineerHere.ca

Engineers Canada recognized that international engineering graduates often face difficulties obtaining accurate and consistent information about the licensure process in Canada. To address this issue, Engineers Canada launched EngineerHere.ca in 2019, a web resource specifically designed to assist international engineering graduates in understanding the initial steps toward becoming an engineer in Canada. The website was developed with input from engineering regulators, experts, and international engineering graduates, and has since been enhanced with licensure information in 11 different languages. Engineers Canada continues to update and improve the website to support the global audience.

Engineers Canada Mobility Register

The Engineers Canada Mobility Register serves as a platform for Canadian engineers who have met the international standard of competence for independent engineering practice to be included. Through their membership in the International Professional Engineers Agreement (IPEA) and the APEC Engineers Agreement (APEC EA), Engineers Canada aims to enhance recognition and mobility between member jurisdictions. By utilizing the IntPE (Canada) and APEC Engineer designations, which are internationally recognized, the register facilitates a streamlined licensure process for engineers seeking mobility. As a founding member of these agreements, Engineers Canada actively promotes their value and usage to support the licensure of international engineering practitioners both within Canada and globally.

We acknowledge that the current system has its limitations, and we are committed to continuous improvement at both the national level and within our organization. We are actively taking steps to enhance our efforts and make further advancements in addressing these challenges.

Recommendations to the federal government

As part of its mandate to facilitate the integration of highly skilled immigrants into Canada, the federal government should proactively communicate the regulatory requirements for practising engineering in Canada to international engineering graduates. This includes setting clear expectations about the need for licensure in Canada to practise their profession and the regulatory requirements for practising engineering in Canada, including the importance of assessment by an engineering regulator, which is separate from the evaluations required for immigration. By enhancing international engineering graduates' understanding of these requirements and procedures, the federal government can help reduce confusion and frustration during the licensure processes and ensure that international engineering graduates can make full use of their skills and expertise to contribute to the Canadian engineering profession and the Canadian economy. Furthermore, the federal government should work with regulators towards greater alignment between federal immigration processes and current engineering regulatory

processes. For example, aligning language ability requirements of the *Federal Skilled Workers Program* with those set out by provincial/territorial regulatory bodies would be an initial step towards achieving this goal.

Additionally, ongoing engagement with regulated professions such as engineering is crucial as federal policies are implemented that impact the ability of provincial and territorial regulators to protect the public and integrate qualified internationally trained engineers into the Canadian profession. Continuous dialogue will ensure that these policies are implemented in a manner that benefits both the profession and the Canadian public.

How Engineers Canada will contribute

Engineers Canada is committed to collaborating with the federal government to maintain a robust, fair, and responsive immigration system that meets the economic needs of communities across Canada. In addition, Engineers Canada will continue to partner with provincial and territorial engineering regulators to ensure that the licensure process remains accessible, transparent, objective, impartial, and fair. Through this collaborative effort, Engineers Canada aims to ensure that all applicants, irrespective of their educational background or country of origin, fulfil the high standards required to safeguard the public interest and competently practise engineering in Canada.

Building Resilient and Sustainable Infrastructure: The Critical Role of Engineers in Addressing Canada's Infrastructure Challenges

The engineering profession's position

- Sound and reliable public and private infrastructure play a fundamental role in upholding public safety, driving economic prosperity, and promoting overall societal well-being. Infrastructure serves as the backbone of growth and development, but outdated or poorly maintained infrastructure may pose risks to public health, safety, and the environment, while also impeding economic growth and competitiveness.
- All levels of government have a responsibility to provide predictable funding for the design, construction, and maintenance of safe and resilient public infrastructure throughout its full life cycle. This necessitates adopting a long-term perspective and conducting comprehensive life cycle analyses, recognizing that investing in infrastructure today will yield benefits for future generations. Engineers possess the technical expertise and skills to evaluate infrastructure conditions, identify potential issues, and develop effective solutions to deliver safe and sustainable infrastructure that serves the public interest. They are committed to delivering infrastructure that meets the highest standards of quality, safety, and reliability, with due consideration for comprehensive life cycle analyses.
- To achieve sustainable infrastructure development aligned with long-term societal needs, it is vital to prioritize sustainable practices in design codes and standards, focusing on energy efficiency, low carbon emissions, and climate resilience. Robust maintenance standards must also be established to ensure ongoing safety and integrity.

The challenge(s)

Infrastructure plays a critical role in ensuring public safety, quality of life, and economic competitiveness in Canada. However, there are several challenges that need to be addressed to ensure that Canadian infrastructure can meet the needs of the future. These challenges can be categorized into four main areas:

1. Deterioration from aging and use: A significant portion of public infrastructure in Canada is aging and in poor condition, which poses challenges. Bridges, roads, and water treatment plants are becoming outdated and require repair or replacement.[1]
2. Climate change resilience: The impacts of climate change, including extreme weather events and rising sea levels, present a significant threat to the resilience of infrastructure. Such events may lead to substantial damage and service disruptions. This in turn can result in direct harm to the public, emphasizing the need for infrastructure to be capable of withstanding and adapting to climate-related risks.
3. Reduction of infrastructure's contribution to global warming: The manufacturing process of infrastructure materials, such as cement, contribute significantly to global CO2 emissions. Addressing the impact of infrastructure on global warming is a critical challenge that requires implementing measures to reduce emissions and adopt sustainable practices throughout the infrastructure lifecycle.
4. Financing infrastructure responses: The cost of addressing infrastructure challenges is substantial. Effective funding and financing models are required. Finding innovative approaches to secure adequate financial resources for infrastructure projects is crucial to meeting these challenges and ensuring the timely completion of necessary improvements.

Significant efforts are already underway to address these challenges. Infrastructure Canada is leading the development of Canada's first National Infrastructure Assessment,[2] which aims to assess infrastructure needs, improve coordination among owners, and determine funding/financing models. Additionally, Natural Resources Canada is working on the Canada Green Building Strategy to advance progress in achieving net-zero emissions and enhancing climate resilience in the building sector.[3]

As the effects of climate change accelerate, establishing a long-term vision for climate-resilient infrastructure becomes increasingly critical. With projections of significantly increased infrastructure by 2050, prioritizing energy efficiency, low embodied carbon, and climate resilience aligns with emission reduction goals[4,5] and supports Canada's National Adaptation Plan.[6] Implementing new procurement

[1] The Canadian Infrastructure Report Card (2019). *Informing the Future: Assessing the Health of Our Communities' Infrastructure*. The Canadian Infrastructure Report Card
[2] Infrastructure Canada. (2021). Building Pathways to 2050: Moving Forward on the National Infrastructure Assessment. https://www.infrastructure.gc.ca/alt-format/pdf/nia-eni/nia-eni-2-en1.pdf
[3] Natural Resources Canada. (2023). The Canada Green Building Strategy. The Canada Green Buildings Strategy.
[4] Canadian Net-Zero Emissions Accountability Act, S.C. 2021, c. 22 (2021). https://laws-lois.justice.gc.ca/eng/acts/c-19.3/fulltext.html
[5] Government of Canada. (2022). 2030 Emissions Reduction Plan: Clean Air, Strong Economy. https://www.canada.ca/en/services/environment/weather/climatechange/climate-plan/climate-plan-overview/emissions-reduction-2030.html
[6] Washington Post. (2023). World is on brink of catastrophic warming, U.N. climate change report says. https://www.washingtonpost.com/climate-environment/2023/03/20/climate-change-ipcc-report-15/

requirements and standards that consider sustainable principles, such as energy and carbon performance, and climate considerations, will facilitate informed decision-making and contribute to the development of thriving and resilient communities.

While traditional engineering approaches have typically relied on grey infrastructure solutions, there is a growing recognition of the value of nature-based solutions, such as green infrastructure, in addressing challenges like flood management, erosion control, and urban cooling.[7] Imparting nature-based solutions into the application of traditional engineering practices not only addresses technical challenges but also provides additional co-benefits, including improved air and water quality, enhanced biodiversity, carbon sequestration, flood mitigation, and aesthetic, cultural, and recreational benefits. With increasing consideration for nature-based solutions, engineers play a crucial role in all aspects related to their adoption, implementation, and maintenance.

Addressing these infrastructure challenges necessitates a coordinated effort involving all levels of government, industry stakeholders, and the engineering profession. Engineers shall continue to collaborate closely with practitioners, officials, and decision-makers to advocate for investments in energy-efficient, low-carbon, and climate-resilient infrastructure. Furthermore, securing the expertise of engineering professionals to assist in policy development and implementation is crucial. Supporting the active engagement of engineers in the modernization of infrastructure codes, standards, and maintenance protocols enhances public safety, ensures reliability, and maximizes the value of infrastructure investments. By addressing these challenges collectively, Canada can build a sustainable, resilient, and future-ready infrastructure network.

How Engineers Canada has Contributed

Engineers Canada has collaborated closely with the federal government to advise on policies and programs related to public and private infrastructure in Canada. Engineers provide technical expertise and input on best practices, codes, and standards related to infrastructure development, maintenance, and sustainability. Together with the 12 provincial and territorial engineering regulators, Engineers Canada has contributed to enhancing the safety and resiliency of communities across Canada and mitigating the impact of climate change on infrastructure. This collaboration involves:

- Issuing National Position Statements that highlight timely issues and reflect the engineering profession's stance on critical issues related to public interest including infrastructure, infrastructure on Indigenous reserves and in remote Indigenous communities, and climate change mitigation and adaptation.

[7] Asset Management British Columbia. (2019). Integrating Natural Assets into Asset Management: A Sustainable Service Delivery Primer https://www.assetmanagementbc.ca/wp-content/uploads/Integrating-Natural-Assets-into-Asset-Management.pdf.

- Supporting federal initiatives by providing evidence-based recommendations.
- Creating national guidelines and papers that serve the needs of regulators, engineers, and applicants for licensure regarding the environment and sustainability.

The provincial and territorial engineering regulators play a vital role in supporting the federal government's efforts toward sustainable infrastructure development in Canada. They uphold high standards of competency and ethics among engineering professionals and prepare guidelines for sustainable engineering practices. Additionally, regulators provide education and training opportunities to equip engineers with the necessary knowledge and skills to implement sustainable technology and systems in infrastructure projects. By collaborating with industry associations, academic institutions, and other stakeholders, regulators help promote the adoption of sustainable engineering practices across Canada's public and private infrastructure.

Through close collaboration with the engineering profession, the federal government can ensure that public infrastructure in Canada is safe, reliable, and sustainable.

Recommendations to the federal government

Infrastructure investments and renewal are vital for the development of Canadian communities and stimulating economic growth. To address emerging challenges such as climate change, population growth, and technological evolutions, it is crucial to involve licensed engineers in decision-making and throughout the life cycle of federal infrastructure projects. This assists in developing comprehensive, evidence-based, and expert-driven assessments and delivery of infrastructure assets. It is also crucial to involve engineers in the development of national strategic plans related to Canada’s infrastructure that can be adopted by each of the provincial and territorial governments. Engineers, with their professional expertise, recognize their moral responsibility to implement projects that are technically sound and ethically responsible, considering the potential harm to marginalized, vulnerable, or structurally oppressed communities.

To ensure the safety, reliability, and sustainability of Canada’s public infrastructure, the federal government should foster and commit to ongoing collaboration with the engineering profession and other stakeholders to ensure that infrastructure projects meet community needs and comply with applicable regulations and building codes. The beneficial outcomes of such a commitment would include:

1. Integration of sustainable design practices (low carbon, energy efficiency and climate resilience) into new infrastructure projects to minimize environmental impacts and emissions and ensure infrastructure is better prepared for physical climate risks, such as warming and extreme heat, floods, wildfires, and other extreme weather events.
2. Utlization of advanced materials and scientifically validated technologies to enhance the durability, safety, and functionality of public infrastructure.

3. Foster ongoing collaboration with the engineering profession and other stakeholders to ensure that infrastructure projects meet community needs and comply with applicable regulations and building codes.
4. Ongoing improvements to infrastructure design codes and standards including the development of maintenance standards that support and reinforce the objectives of safety, reliability and sustainability in a fiscally responsible manner.

In addition, the federal government should consistently incorporate climate vulnerability assessments in funding approvals, environmental impact assessments, and infrastructure project designs. Establishing clear, transparent, and consistent evaluation criteria that comply with best asset management practices for project selection is essential. Flexibility in the timing of expenditures should be provided to ensure funds are spent wisely and effectively.

For the longevity and reliability of public infrastructure in Canada, ongoing improvements to infrastructure design codes and standards should include the development of maintenance standards. These standards ensure robust infrastructure designs that withstand the test of time, reducing the likelihood of costly repairs and minimizing the risk of catastrophic failures. The engineering profession is committed to playing a key role toward achieving such outcomes through development and maintenance of sound and reliable infrastructure, which is critical to the health and prosperity of society.

Lastly, the federal government can support the Atlas Initiative for Climate Resilient Infrastructure (Atlas), which aims to unite engineers, governments, and financial institutions to improve connectivity, protect people, and safeguard the planet. The Atlas initiative is based on two pillars: involving engineers in decision-making from the outset and recognizing that no single entity can solve the climate/infrastructure challenge alone. The Atlas plan offers engineering policies to national governments, multilateral development banks, insurance, and reinsurance organizations. By adopting the Atlas call for climate-resilient infrastructure, the federal government can secure Canada's competitiveness in the race to a resilient net-zero future while protecting communities from climate disasters.

How Engineers Canada will Contribute

Engineers Canada is committed to:

- Engaging in ongoing collaboration with practitioners, government officials, and decision-makers to emphasize the value and benefits of sustained long-term investments in climate-resilient core public infrastructure and adequate funding for infrastructure maintenance to ensure safe and reliable service while protecting public health, safety, and the environment.
- Securing the services of engineering experts as needed to assist policy and decision-makers in proposing, developing, and implementing appropriate policies, procedures, and processes for long-

term solutions to enhance public safety, reliability, environmental sustainability, and the value of public infrastructure. This includes supporting governments in their ongoing efforts to modernize infrastructure codes, standards, and other instruments, including new infrastructure maintenance standards.

- Collaborating with other infrastructure stakeholders to promote consistent messaging on the importance of educating and informing Canada's engineers about the impacts and risks of extreme weather and our changing climate on infrastructure design, operations, and maintenance, using climate vulnerability assessments and practice guidance.

Addressing the Infrastructure Gap: Bridging Inequities in Indigenous Reserves and Remote Indigenous Communities

The engineering profession's position

- Critical infrastructure, such as safe drinking water, reliable electricity, wastewater treatment, waste management, information technology, schools, and housing, must be adequately funded, constructed considering changing weather events, and demonstrate resilience in Indigenous reserves and remote Indigenous communities.
- Professional engineers have a vital role to play in supporting Indigenous communities to achieve their desired outcomes for infrastructure planning, design, construction, maintenance, and operation.
- The engineering profession is committed to engaging with Indigenous communities and incorporating their input throughout the project lifecycle, while respecting and incorporating traditional and cultural practices, and recognizing the value of Indigenous knowledge in the infrastructure life cycle.
- The federal government has a responsibility to ensure that sufficient, predictable, and sustained funding is provided for Indigenous communities to address infrastructure gaps and support capacity building efforts.

The challenge(s)

Public infrastructure is essential for improving the quality of life and economic opportunities in northern, remote, and rural communities across Canada. Unfortunately, a significant portion of the existing infrastructure in these areas is in a state of disrepair, inadequacy, and poor condition.[1] This situation disproportionately affects Indigenous communities, exacerbating existing social and economic disparities.[2]

To address these challenges, the federal government is committed to a renewed nation-to-nation relationship with Indigenous peoples based on recognition of rights, respect, truth, co-operation, and partnership, guided by the *Truth and Reconciliation Commission's Calls to Action*[3]. This commitment is grounded in the recognition of Indigenous rights, respect, truth, cooperation, and partnership. By supporting Indigenous priorities, promoting self-determination, and rectifying inequalities between

---

[1] Statistics Canada. (2022). *Housing conditions among First Nations people, Métis and Inuit in Canada from the 2021 Census*. https://www12.statcan.gc.ca/census-recensement/2021/as-sa/98-200-x/2021007/98-200-x2021007-eng.pdf

[2] Government of Canada. (2022). *Barriers to Economic Development in Indigenous Communities. Report of the Standing Committee on Indigenous and Northern Affairs.* https://www.ourcommons.ca/Content/Committee/441/INAN/Reports/RP11714230/inanrp02/inanrp02-e.pdf

[3] Government of Canada (2022). *Budget 2022 A Plan to Grow Our Economy and Make Life More Affordable.* https://www.budget.canada.ca/2022/report-rapport/chap7-en.html

Indigenous and non-Indigenous populations, the government aims to foster thriving and resilient Indigenous communities. Furthermore, Indigenous communities, especially those in remote areas, are already experiencing the adverse effects of climate change, such as permafrost melting. The northern regions of Canada are warming at a rate twice as fast as the national average, leading to accelerated environmental challenges like rising sea levels, coastal erosion, and permafrost degradation.[4]

While infrastructure deficits are not exclusive to Indigenous communities, there is a significant disparity in the availability of adequate public infrastructure between northern, remote, and on-reserve communities compared to off-reserve communities and municipalities. The federal government has expressed their commitment to lessening this disparity by addressing the needs of Indigenous communities and rectifying historical inequities[5]. Yet despite substantial investments in public infrastructure, further action is necessary to bridge the gap for equitable access for all.

To overcome these challenges, a comprehensive and collaborative approach is required, one that actively involves Indigenous communities in the planning, design, and implementation of infrastructure projects. Long-term and sustainable funding commitments from all levels of government are crucial for achieving meaningful improvements. Additionally, tailored solutions that account for the unique circumstances and specific needs of remote communities are necessary, considering their geographical isolation and smaller population size.

The engineering profession is well-positioned to contribute to infrastructure development and maintenance challenges in these communities. Engineers can provide technical expertise, promote safety, sustainability, and resilience in infrastructure projects, and engage with Indigenous communities to understand their perspectives and incorporate their needs. Through collaboration and cooperation, effective and sustainable infrastructure initiatives can be implemented, thereby addressing the distinct challenges faced by northern, remote, and on-reserve communities.

How Engineers Canada has contributed

Engineers Canada and the 12 provincial and territorial engineering regulators are instrumental in improving the safety and resilience of communities across Canada, particularly in Indigenous reserves and remote Indigenous communities, and addressing the effects of climate change on infrastructure. This partnership encompasses a variety of initiatives, such as working with Indigenous communities to evaluate the climate vulnerability of their water and wastewater systems using the Public Infrastructure Engineering Vulnerability Committee (PIEVC) Protocol. Engineers Canada has also facilitated assessments of housing, schools, and other infrastructure for the Oneida Nation of the Thames in southern Ontario and has developed an Indigenous toolkit that integrates climate risk assessments into Indigenous community asset management plans. Additionally, Engineers Canada has supported the capacity-building of Indigenous engineers and communities across the country through PIEVC training and risk assessment workshops, while engineering faculties across Canada have collaborated with Indigenous communities to

[4] The CBC. (2022). *The world's permafrost is rapidly thawing and that's a big climate change problem.* https://www.cbc.ca/news/canada/edmonton/the-world-s-permafrost-is-rapidly-thawing-and-that-s-a-big-climate-change-problem-1.6674976

[5] Government of Canada (2022). Federal Budget 2022 – Chapter 7: Moving Forward on Reconciliation. https://www.budget.canada.ca/2022/report-rapport/chap7-en.html

enhance public infrastructure. As of March 2020, the ownership and control of the PIEVC Program has been transferred to an alliance consisting of the Institute for Catastrophic Loss Reduction, the Climate Risk Institute, and Deutsche Gesellschaft für Internationale Zusammenarbeit.

In addition, this collaboration also involves:

- Issuing National Position Statements that highlight timely issues and reflect the engineering profession's stance on critical issues related to public interest including infrastructure, infrastructure on Indigenous reserves and in remote Indigenous communities in Canada, climate change mitigation, and adaptation.
- Supporting federal initiatives by providing evidence-based recommendations.
- Creating national guidelines and papers that serve the needs of regulators, engineers, and applicants for licensure regarding the environment, sustainability, and other issues impacting infrastructure in Canada.

Recommendations to the federal government

We commend the Government of Canada for their dedicated efforts in addressing and resolving long-term drinking water advisories in First Nations communities.[6] Through collaboration and investment, progress has been made towards ensuring access to safe and clean drinking water for all. The engineering profession, along with provincial and territorial engineering regulators, plays a crucial role in developing and maintaining infrastructure in Indigenous reserves and remote Indigenous communities in Canada. They ensure that infrastructure projects are tailored to meet the specific needs and challenges of Indigenous communities, such as extreme weather conditions, resource accessibility, and cultural awareness. By engaging directly with Indigenous communities and incorporating their input, engineers help ensure that infrastructure projects are developed in a way that respects and benefits these communities.

Indigenous reserves and remote Indigenous communities often lack infrastructure that is provided to other non-Indigenous communities by municipalities or provinces and territories. The federal government is responsible for providing infrastructure on Indigenous reserves. Thus, it has a responsibility to ensure Indigenous communities have access to sufficient, predictable, and sustained funding for the development and maintenance of resilient and sustainable public infrastructure. Collaborating closely with Indigenous communities, the federal government ought to evaluate their infrastructure needs, provide funding for infrastructure projects to address gaps, and offer training in asset management practices to support effective planning and management.

The federal government should also take action to eliminate long-term drinking water advisories on public systems on reserves as soon as possible. It should also support updates to Indigenous infrastructure asset inventories including modernizing data management and support systems and reviewing asset categories and descriptions.

The engineering profession, along with provincial and territorial engineering regulators, will continue to provide recommendations and best practices to the federal government in building and maintaining

[6] Government of Canada (2023). *Ending long-term drinking water advisories*. https://www.sac-isc.gc.ca/eng/1506514143353/1533317130660

infrastructure in Indigenous reserves and remote Indigenous communities. To forge a path forward, the federal government should foster collaboration among communities, engineering experts, and provincial and territorial engineering regulators. Through these concerted efforts, secure, dependable, and sustainable infrastructure can be built and sustained in Indigenous reserves and remote Indigenous communities across Canada..

How Engineers Canada will contribute

Engineers Canada is committed to supporting initiatives aimed at boosting the enrollment of Indigenous individuals in post-secondary engineering programs, with the aim of increasing the number of Indigenous engineers.

The engineering profession in Canada is well equipped to offer impartial guidance to the federal government through consultation, evaluation, and partnership. Engineers possess the technical proficiency required to help formulate and execute sustainable and cost-effective plans that establish resilient infrastructure.

Immigration and Recognition of Foreign Qualifications: The Role of Engineering Regulators in Canada

The engineering profession's position

- The engineering profession believes in a transparent, open, and equitable admission process for qualified internationally trained engineers to practise in Canada, in line with the principles of fairness, respect, and reciprocity.
- All practising engineers in Canada must meet the comprehensive requirements for licensure set by one of the 12 provincial and territorial engineering regulators, regardless of where they were educated or practise. This promotes the licensing of only qualified professionals who can demonstrate their ability to practise engineering with competence and integrity..
- Immigration-related legislation, policies, and programs must consider the engineering regulators' responsibility to protect the public by ensuring that all applicants for engineering licensure, including those who trained or practiced abroad, meet the same high standards for competence and integrity. This includes verifying the authenticity and validity of academic credentials, work experience, language proficiency, and ethical conduct. By upholding these high standards, the regulators can maintain public trust in the engineering profession and safeguard the health, safety, and welfare of Canadians.

The challenge(s)

The growing disparity between labour demand and supply in Canada, coupled with the increasing number of immigrants who can help fill that gap, presents a pressing challenge in recognizing foreign qualifications. The process, outlined in the "Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications" by Employment and Social Development Canada, involves assessing the alignment of knowledge, skills, work experience, and education acquired in another country with the standards for Canadian professionals and tradespersons. [1] This challenge affects not only immigrants but also Canadians who have pursued education and experience abroad, emphasizing the need for effective policy measures to streamline the recognition process, integrate highly skilled individuals into the Canadian labor market, and optimize the allocation of talent resources.

More specifically, engineering is a regulated profession in Canada, and all those seeking engineering licensure in Canada must meet the same high standards for licensure, regardless of their education or

[1] Government of Canada (2022). *A Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications*. https://www.canada.ca/en/employment-social-development/programs/foreign-credential-recognition/funding-framework.html

work experience. However, engineers trained outside of Canada may find it challenging to navigate the licensure requirements due to language barriers and the Canadian regulatory model.

The path to obtaining engineering licensure in Canada involves a comprehensive review of an individual's academic background, work experience, language proficiency, ethical standing, and character by the provincial or territorial regulator. These regulators work to promote the adherence of applicants to necessary educational standards and to safeguard the public from fraudulent academic credentials.. They also assess that applicants to understand Canadian engineering codes and standards, and the legislation that impacts the practice of engineering in Canada.

Only professionals licensed by one of the 12 provincial or territorial engineering regulators are permitted to use the title 'engineer,' regardless of where they completed their engineering degree. This emphasizes the regulators' commitment to ensuring that only competent and qualified professionals practise engineering and safeguarding the public's interests.

How Engineers Canada has contributed

The engineering profession in Canada acknowledges the important role that immigration plays in promoting economic sustainability and innovation. For over two decades, the profession has been at the forefront of facilitating the integration of skilled professionals into the Canadian workforce. In partnership with provincial and territorial engineering regulators, Engineers Canada works closely with federal departments to provide unbiased guidance on the integration of international engineering graduates into the profession. Additionally, we advocate for aligning federal requirements with provincial and territorial licensing processes to prevent duplication and ensure efficiency.

Engineers Canada facilitates dialogue among regulators to maintain consistency in licensure requirements and admissions practices. This includes developing and maintaining national guidelines for admission to the practice of engineering in Canada and promoting best practices for assessing credentials and recognizing qualifications earned outside of Canada. This promotes consistency and transparency in the admissions process, ensuring that only qualified individuals are licensed to practise engineering in Canada, and protecting the public from unqualified practitioners. The Canadian Engineering Accreditation Board (CEAB) ensures that undergraduate engineering programs at Canadian higher education institutions meet the education requirements for licensure set by provincial and territorial regulators, maintaining a list of accredited undergraduate engineering programs that regulators and the public can access to verify credentials. The Canadian Engineering Qualifications Board (CEQB) creates tools to assist in the fair assessment of applicant qualifications, including a publicly available national guideline for admission to the practice of engineering in Canada, and develops engineering syllabi that reflect what is taught at accredited engineering programs in Canada. These syllabi are the basis for examinations used by regulators to assess the academic formation of those whose engineering degrees are not accredited by the CEAB. Finally, regulators verify and authenticate all academic documents to ensure their validity.

Regarding the academic requirement for licensure, individuals without an engineering degree recognized by the CEAB have their academic credentials addressed in the following manner:

Washington Accord

Engineers Canada is a signatory to The Washington Accord, an international agreement recognizing comparable approaches and systems for accrediting undergraduate engineering programs. This allows for the expeditious review of an applicant's academic credentials by the engineering regulator and promotes familiarity with the education and accreditation systems of over 20 other countries. Those who have engineering degrees recognized by the Washington Accord are generally accepted in Canada as meeting the academic requirements for licensure.

International Institutions and Degrees Database

Engineers Canada maintains the International Institutions and Degrees Database (IIDD) as a tool to help regulators assess the academic qualifications of international engineering graduates that are not recognized by the Washington Accord. This database provides up-to-date information about engineering programs from over 140 countries around the world, including background information about a country's education system and the legitimacy of specific institutions and degrees. The IIDD has undergone several upgrades since its launch in 2009, with the most recent in 2021, which expanded its information to include quality assurance systems and the link between education and the licensing/registration system in each country, where applicable.

The Canadian environment experience requirement

Historically, all engineering regulators mandated that individuals seeking licensure fulfil a one-year Canadian experience requirement. This requirement aimed to guarantee that individuals were adequately exposed to Canadian culture, engineering codes, legislation, technical standards, and regulations. However, several regulators have recently substituted this one-year requirement with a mandate to demonstrate defined Canadian competencies. These competencies are a part of the competency-based assessment (CBA) process and must be demonstrated by all licensure applicants, both domestic and internationally trained.

Applicants who demonstrate these competencies through examples that occurred outside of Canada must also reflect on how their actions would differ if the work were conducted in Canada. If gaps still exist, and the competency has not been met, applicants may also need to complete the Working in Canada seminar and all assessments to demonstrate that they possess the necessary competencies to work in a Canadian engineering environment and acquire an engineering licence. The inclusion of these competencies, the Working in Canada seminar, and other alternatives allows greater flexibility for international engineering applicants and may permit them to acquire a licence without any Canadian work experience.

Competency-based assessment of engineering work experience

Engineers and Geoscientists British Columbia, in collaboration with Engineers Canada and other engineering regulators, have developed a CBA system to evaluate individual's engineering work experience. This assessment simplifies the licensure process by offering an online tool, enabling individuals to initiate the licensure process from anywhere in the world.

The competencies identified are measurable and observable skill sets, knowledge, abilities, motivations, and traits that applicants must demonstrate to acquire a licence. Many provincial and territorial engineering regulators throughout Canada have either implemented or are actively adopting CBA. The transition to CBA provides applicants with a clearer understanding of what is necessary to obtain licensure, resulting in more specific licensure requirements. CBA is also more objective, transparent, and consistent for individuals, providing them with specific and actionable feedback on how to improve their application in the event of an unsuccessful licensure attempt.

EngineerHere.ca

Engineers Canada recognized that international engineering graduates often face difficulties obtaining accurate and consistent information about the licensure process in Canada. To address this issue, Engineers Canada launched EngineerHere.ca in 2019, a web resource specifically designed to assist international engineering graduates in understanding the initial steps toward becoming an engineer in Canada. The website was developed with input from engineering regulators, experts, and international engineering graduates, and has since been enhanced with licensure information in 11 different languages. Engineers Canada continues to update and improve the website to support the global audience.

Engineers Canada Mobility Register

The Engineers Canada Mobility Register serves as a platform for Canadian engineers who have met the international standard of competence for independent engineering practice to be included. Through their membership in the International Professional Engineers Agreement (IPEA) and the APEC Engineers Agreement (APEC EA), Engineers Canada aims to enhance recognition and mobility between member jurisdictions. By utilizing the IntPE (Canada) and APEC Engineer designations, which are internationally recognized, the register facilitates a streamlined licensure process for engineers seeking mobility. As a founding member of these agreements, Engineers Canada actively promotes their value and usage to support the licensure of international engineering practitioners both within Canada and globally.

We acknowledge that the current system has its limitations, and we are committed to continuous improvement at both the national level and within our organization. We are actively taking steps to enhance our efforts and make further advancements in addressing these challenges.

Recommendations to the federal government

As part of its mandate to facilitate the integration of highly skilled immigrants into Canada, the federal government should proactively communicate the regulatory requirements for practising engineering in Canada to international engineering graduates. This includes setting clear expectations about the need for licensure in Canada to practise their profession and the regulatory requirements for practising engineering in Canada, including the importance of assessment by an engineering regulator, which is separate from the evaluations required for immigration. By enhancing international engineering graduates' understanding of these requirements and procedures, the federal government can help reduce confusion and frustration during the licensure processes and ensure that international engineering graduates can make full use of their skills and expertise to contribute to the Canadian engineering profession and the Canadian economy. Furthermore, the federal government should work with regulators towards greater alignment between federal immigration processes and current engineering regulatory

processes. For example, aligning language ability requirements of the *Federal Skilled Workers Program* with those set out by provincial/territorial regulatory bodies would be an initial step towards achieving this goal.

Additionally, ongoing engagement with regulated professions such as engineering is crucial as federal policies are implemented that impact the ability of provincial and territorial regulators to protect the public and integrate qualified internationally trained engineers into the Canadian profession. Continuous dialogue will ensure that these policies are implemented in a manner that benefits both the profession and the Canadian public.

How Engineers Canada will contribute

Engineers Canada is committed to collaborating with the federal government to maintain a robust, fair, and responsive immigration system that meets the economic needs of communities across Canada. In addition, Engineers Canada will continue to partner with provincial and territorial engineering regulators to ensure that the licensure process remains accessible, transparent, objective, impartial, and fair. Through this collaborative effort, Engineers Canada aims to ensure that all applicants, irrespective of their educational background or country of origin, fulfil the high standards required to safeguard the public interest and competently practise engineering in Canada.

BRIEFING NOTE: For information

Legislative compliance certificate	3.5
Purpose:	To report the status of Engineers Canada's legislative and corporate compliance efforts
Link to the Strategic Plan/Purposes:	Board responsibility: Hold itself and its Direct Reports accountable
Link to Corporate Risk Profile:	Corporate Compliance
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services Light Go, Corporate Counsel and Corporate Secretary
Presented by:	Gerard McDonald, Chief Executive Officer

Background

- Engineers Canada has an obligation to comply with various statutory and common law obligations and requirements.
- The legislative compliance certificate (the "compliance certificate") provides Board members with a line of sight that the organization is complying with its corporate and legislative duties.
- The compliance certificate was first presented to the Board for information at its meeting in September 2022, with the understanding that it would be presented on an annual basis.

Status update

- The compliance certificate is current as of July 18, 2023. It was prepared by senior staff on behalf of the CEO.

Next steps

- The Board will continue to receive the compliance certificate annually.

Appendix

- **Appendix 1:** Legislative compliance certificate (2023)

LEGISLATIVE COMPLIANCE CERTIFICATE

TO: Engineers Canada's Board of Directors

RE: Legislative Compliance Certificate

I, Gerard McDonald, in my capacity as Chief Executive Officer of Engineers Canada, certify and confirm that to the best of my knowledge and belief after making all reasonable enquiries, Engineers Canada is in compliance with all conditions, obligations, restrictions and requirements with respect to:

1. Canada Not-for-profit Corporations Act - Canada

Federal law that supersedes the previous legislation for incorporation of not-for-profit corporations in Canada. The *Canada Not-for-profit Corporations Act* provides a comprehensive framework for not-for-profit corporations similar to that provided to for-profit corporations under the *Canada Business Corporations Act*. Engineers Canada ensures compliance with the Act by maintaining its books and records, making corporate filings, and ensuring compliance with statutory duties of directors, among other things.

Verified by: Light Go, General Counsel and Corporate Secretary

2. Canada's Anti-Spam Legislation ("CASL") - Canada

Federal law intended to help protect consumers and businesses from misuse of digital technology, including spam and electronic threats. CASL applies to all commercial electronic messages (an electronic message that is sent to an electronic address and encourages participation in a commercial activity) that organizations may send within, from or to Canada. All Canadian organizations must comply with CASL, including non-profits, charities, and libraries.

Engineers Canada ensures compliance, in part, through adherence to its operational policy, *LEG-4 CASL Policy,* and by providing legal advice and training to staff on CASL requirements. Engineers Canada provided its latest all-staff training session in November 2021 and provides training to new staff as part of the onboarding process.

Verified by: Light Go, General Counsel and Corporate Secretary

3. Personal Information Protection and Electronic Documents Act ("PIPEDA") - Canada

Federal privacy law that governs how organizations collect, use and disclose personal information (information about an identifiable individual) in the course of a commercial activity. Private-sector organizations in Canada who engage in activities that are commercial in nature are required to follow PIPEDA. Organizations in Alberta, British Columbia, and Quebec are generally exempt from PIPEDA as they are subject to substantially similar provincial private-sector privacy laws. Given that Engineers Canada does not engage in commercial activities, the organization is generally exempt from PIPEDA. However, similar to many other organizations who handle personal information, Engineers Canada has elected to follow the ten (10) fair information principles outlined in PIPEDA and has developed two (2) operational policies, *LEG-1 Privacy Policy and LEG-1.0 Employee Privacy Policy* which give effect to these principles. To further ensure compliance with its commitments to maintain privacy, Engineers Canada also conducts an annual privacy audit with all members of staff and provides privacy

training as part of new staff orientations. The most recent privacy audit and all-staff training was completed in the summer of 2022.

Verified by: Light Go, General Counsel and Corporate Secretary

4. Trademarks Act - Canada

Federal law providing for the protection of trademarks and against unfair competition. The Registrar of Trademarks keeps a register of trademarks under the *Trademarks Act,* which protects the trademark from unauthorized use. Engineers Canada complies with the Act by ensuring that its trademarks are registrable and compliant.

Verified by: Light Go, General Counsel and Corporate Secretary

5. Employment Standards Act (the "ESA") - Ontario

Provincial law that sets out minimum standards for employees working in Ontario. These standards include minimum requirements for employment, provisions to assist employees with family responsibilities, flexibility in work arrangements and mechanisms for compliance and enforcement. The ESA applies to most employees and employers in Ontario.

Engineers Canada ensures compliance with the ESA by ensuring that employment contracts are periodically reviewed and updated in accordance with legislation and common law. This includes verifying that the following meet legislative requirements:

- Leave entitlements (*HR-6 Leave Policy (draft)* and *HR-7 Short-Term Disability Policy*);
- Pregnancy and parental leave (*HR-15 Pregnancy and Parental Leave Policy and Procedure*);
- Overtime pay (*HR-12 Overtime Policy and Procedure*);
- Compensation (*HR-3 Compensation Policy and Procedure*); and
- Termination notice periods (included in offer letters).

Verified by: Light Go, General Counsel and Corporate Secretary, and Nicole Proulx, Director, Human Resources

6. Human Rights Code (the "HR Code") - Ontario

Provincial code that prohibits actions which discriminate against people based on a protected ground (i.e. age, citizenship, ethnic origin, disability, gender, and sexual orientation) in a protected social area (accommodation, contracts, employment, goods, services and facilities, and membership in unions, trade or professional associations). Under the HR Code, employers must ensure that they are providing all employees with equal treatment.

Engineers Canada ensures compliance with the HR Code through its policies and practices, including, but not limited to:

- Ensuring and promoting equal treatment;
- Providing appropriate workplace accommodations for employees with disabilities (*HR-17 Disability Accommodation Policy*);
- Accommodating employees who need to take sick leave or who cannot work due to a short-term disability (*HR-7 Sick Leave/Short-Term Disability Policy*);

- Ensuring that working conditions are fair, dignified, safe, organized, clear, and meet legislative requirements (*Board policy 5.2, Treatment of staff and volunteers*); and,
- Ensuring that the General Counsel and the Director, Human Resources are consulted in every instance of Human Rights matters in the workplace.

Verified by: Light Go, General Counsel and Corporate Secretary and Nicole Proulx, Director, Human Resources

7. Occupational Health and Safety Act (the "OHSA") - Ontario

Provincial legislation that protects workers from health and safety hazards in the workplace. The OHSA sets out duties for employers and rights for employees in addition to establishing procedures for dealing with workplace hazards. The OHSA applies to most employers and workers in Ontario, including Engineers Canada.

Engineers Canada complies with the OHSA by having a Joint Health and Safety Committee who handles health and safety issues, notably by conducting regular workplace inspections. Operational policies (*HR-1 Health, Safety and Wellness Policy and Procedure*, *HR-2 Workplace Violence, Discrimination and Harassment Policy and Procedure, and HR-14 Right to Disconnect Policy*) have also been put into place. Board policy 5.2 *Treatment of staff and volunteers* also ensures that working conditions are fair, dignified, safe, organized, clear and meet legislative requirements.

Verified by: Nicole Proulx, Director, Human Resources

8. Accessibility for Ontarians with Disabilities Act (the "AODA") - Ontario

Provincial law that sets out accessibility standards which seek to promote accessibility for persons with disabilities with respect to goods, services, facilities, accommodation, employment, buildings, structures, and premises. Enacted under the AODA is the *Accessibility Standards for Customer Service, O. Reg. 429/07,* which imposes additional requirements for customer service.

The AODA applies to all private and public sector organizations in Ontario when providing goods and services to the public. Engineers Canada ensures compliance with the AODA, in part, through its adherence to its operational policy, *HR-5 Accessibility for Ontarians with Disabilities Policy and Procedure*, including providing AODA training to all staff, and by filing an accessibility compliance report (a "compliance report") with the Ontario Ministry for Seniors and Accessibility every three (3) years. Engineers Canada last filed a compliance report on or about June 22, 2021.

Verified by: Nicole Proulx, Director, Human Resources

9. Pay Equity Act - Ontario

Provincial law intended to ensure that employers pay women and men equal pay for work of equal value. All employers in Ontario, except for private sector employers with less than ten (10) employees, must comply with the *Pay Equity Act*. Engineers Canada reflects its commitment to pay equity through a standardized pay scale, which is visible to all employees in *HR-3 Compensation Policy and Procedure*.

Verified by: Nicole Proulx, Director, Human Resources

10. Employment Equity Act - Canada

Federal law intended to achieve equity in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability. Employers are required to identify and eliminate employment barriers against persons in designated groups. For the purpose of implementing employment equity, Engineers Canada and other employers are required to collect information and analyze their workforce to determine the degree of underrepresentation of persons in designated groups and prepare an employment equity plan that specifies the positive policies and practices that are instituted for the hiring, training, promotion, and retention of persons in designated groups and for the making of reasonable accommodations for those persons.

Engineers Canada complies with the *Employment Equity Act* through various policies and practices, including, but not limited to:

- Ensuring pay equity through a standardized compensation scheme (*HR-3 Compensation Policy and Procedure*) (see also the *Pay Equity Act)*;
- Providing employees with appropriate workplace accommodations (*HR-5 Accessibility for Ontarians with Disabilities Policy and Procedure and HR-17 Disability Accommodation Policy*);
- Providing employees with generous pregnancy and parental leave (*HR-15 Pregnancy and Parental Leave Policy and Procedure*); and
- Through a commitment to programs that promote diversity in the engineering profession, such as by facilitating the work of the 30 by 30 Champions network.

Verified by: Nicole Proulx, Director, Human Resources

11. Working for Workers Act – Ontario

Provincial legislation that creates a new requirement under the ESA for employers with 25 or more employees to have a written policy about electronic monitoring and another policy setting out employees' right to disconnect from work. Engineers Canada values privacy and is committed to transparency with regard to the instances where electronic monitoring of its employees may arise through *IT-3 Electronic Monitoring Policy*. Engineers Canada complies with the *Working for Workers Act* by having in place *HR-18, Right to Disconnect Policy*, which establishes that employees may disconnect from engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work when they are off-duty (i.e. on a leave of absence, on vacation, or outside their normal working hours) without fear of reprisal.

Verified by: Light Go, General Counsel and Corporate Secretary and Nicole Proulx, Director, Human Resources

12. Income Tax Act - Canada

Federal income tax act. All organizations, including Engineers Canada, must remit and deduct required amounts due under the Act in respect of all salaries, fees, commissions, and retiring allowances.

Verified by Derek Menard, Director, Finance

13. Canada Pension Plan - Canada

Federal law that established a contributory system of earnings-related old-age, disability, and survivor insurance benefits in Canada. Under the Act, employers and employees must make contributions to the Canada Pension Plan. Engineers Canada complies with the Act by making the required contributions.

Verified by Derek Menard, Director, Finance

14. Excise Tax Act - Canada

Federal fiscal statute that imposes excise taxes in connection with the sale or production for sale of certain goods. All organizations, including Engineers Canada, are required to report, pay, collect and remit the required net goods and services tax.

Verified by Derek Menard, Director, Finance

15. Employer Health Tax Act - Ontario

Provincial statute which created the *Employment Health Tax*, a payroll tax that was conceived to fund the Ontario Health Insurance Program. All employers in Ontario, including Engineers Canada, are required to remit the *Employment Health Tax* to the Ontario Ministry of Finance. Unlike with the Canada Pension Plan and Employment Insurance, there is no employee paid portion. Engineers Canada is in compliance with the *Employer Health Tax Act* by ensuring the appropriate tax is paid.

Verified by Derek Menard, Director, Finance

16. Pension Benefits Act - Ontario

Provincial law that regulates every pension plan that is provided for persons employed in Ontario. Engineers Canada ensures compliance with the *Pension Benefits Act* in the administration of its pension plan, notably including respecting provisions for registration, record-keeping and membership eligibility.

Verified by Derek Menard, Director, Finance

17. Employment Insurance Act - Canada

Federal statute which created the Employment Insurance program, a program which provides temporary income to unemployed individuals to support them while they look for new employment or upgrade their skills in addition to providing benefits to workers who require time off due to certain circumstances. All employers in Canada, including Engineers Canada, are required to deduct and remit employer and employee Employment Insurance contributions.

Verified by Derek Menard, Director, Finance

18. Criminal Code (the "Code") - Canada

Federal code of laws defining the type of conduct that may constitute a criminal offence. The Code also indicates which forms of punishment are suitable for each offence and the procedure that needs to be followed for prosecution. The Code extends to organizations and contains provisions for sentencing and punishing organizations who are found liable of crimes. Engineers Canada complies with the Code by refraining from engaging in any activities which are considered criminal and through adherence to the following operational policies:

- *FI-7 Fraud Policy*, which puts controls into place to prevent, detect and respond to all instances of fraud;
- *HR-2 Workplace Violence, Discrimination and Harassment Policy and Procedure*, which puts measures into place to prevent the occurrence of workplace violence, discrimination, and harassment; and
- *HR-4 Whistleblower Policy and Procedure*, which provides a means for staff to raise concerns about unethical, dangerous, or illegal behavior.

Verified by: Light Go, General Counsel and Corporate Secretary, Nicole Proulx, Director, Human Resources, and Derek Menard, Director, Finance

19. Competition Act - Canada

Federal law which governs most business conduct in Canada in order to maintain and encourage competition to promote the efficiency and adaptability of the Canadian economy. The *Competition Act* contains criminal and civil provisions to prevent anti-competitive practices in the Canadian marketplace. All organizations who do business in Canada, including Engineers Canada, must comply with the *Competition Act*. Engineers Canada takes care to ensure it does not contravene section 52 of the *Competition Act*, which contemplates false and/or misleading representations, disclosure requirements, and deceptive marketing practices. In particular, Engineers Canada's legal team works with program managers to ensure the development and design of contests conform to the *Competition Act's* requirements and drafts all contest materials so that the number and value of the contest prizes and any available information that materially affects the chances of winning are appropriately disclosed.

Verified by: Light Go, General Counsel and Corporate Secretary

20. Lobbying Act - Canada

Federal law that regulates the activities of lobbyists in Canada. The *Lobbying Act* imposes certain disclosure requirements and provides the Commissioner of Lobbying with the mandate to establish and maintain a Registry of Lobbyists. The *Lobbying Act* also contains certain offence provisions and sanctions for non-compliance. Paid lobbyists, including consultant lobbyists and in-house lobbyists, who communicate with the federal government on behalf of a third-party are required to comply with the *Lobbying Act*.

Engineers Canada falls under the *Lobbying Act's* "in-house organization lobbying" requirements. The Chief Executive Officer is responsible for filing returns by the 15th of every month, which must indicate any oral and arranged communications made between paid employees or volunteers and designated public office holders ("DPOHs"). Engineers Canada has five (5) staff members listed on the Registry, with the CEO named the responsible officer. These individuals state that communicating with DPOHs

is a significant duty for them (established at 20% of more of overall duties). Staff members who are not on the Registry have been notified verbally not to discuss Engineers Canada's views with DPOHs. Additionally, when volunteers participate in in-person advocacy days, they are trained on how to engage with DPOHs.

Verified by: Joey Taylor, Manager, Public Affairs and Government Relations

Dated August 8, 2023

Per:

Gerard McDonald
Chief Executive Officer

BRIEFING NOTE: For information

Advocacy Report: June 2022-June 2023	3.6
Purpose:	To provide a summary of Engineers Canada's annual federal advocacy efforts from June 2022 to June 2023
Link to the strategic plan	Core Purpose 5: Advocating to the federal government
Link to Corporate Risk Profile:	Diminished national collaboration (Board risk) Reputation (operational risk)
Prepared by:	Joey Taylor, Manager, Public Affairs and Government Relations
Presented by:	Gerard McDonald, CEO

Background

Each year, Engineers Canada provides a summary report on its advocacy efforts with the federal government. This report serves as a concise overview for the regulators and the Board, highlighting Engineers Canada's dedicated efforts and accomplishments in advocating for the engineering regulators and the profession. As a result, an advocacy report has been developed, encompassing significant advocacy activities conducted from June 2022 to June 2023.

Status update

- The report is included for information.

Next steps

- Advocacy efforts will continue, as planned.

Appendices

- **Appendix 1:** Advocacy Report: June 2022 – June 2023

Core Purpose 5: Advocating to the federal government

Advocacy Report: June 2022 – June 2023

Engineers Canada's Public Affairs and Government Relations team plays a crucial role in representing the voice of engineering regulators and the profession in engagements with the federal government. Our advocacy efforts revolve around addressing regulatory issues and advocating for the interests of the engineering regulators and the engineering profession. Throughout the 2022-2023 parliamentary sessions, our team focused on cultivating strong relationships with key stakeholders, including the four engineers elected to the House of Commons, influential Ministers, opposition critics, and federal departments connected to our priority policy areas. Here are some notable highlights of our advocacy work during this period.

Federal public consultations

The Public Affairs and Government Relations team submitted eight written submissions to federal public consultations on issues of concern for the engineering regulators and the engineering profession. These included:

8

submissions to federal public consultations

1. Engineers Canada's comments to Environment and Climate Change Canada regarding the implementation plan for Canada's National Adaptation Strategy
2. Engineers Canada's submission to the House of Commons Standing Committee on Finance in Advance of the 2023 Budget
3. Engineers Canada's comments to Environment and Climate Change Canada regarding Canada's National Adaptation Strategy Discussion paper
4. Engineers Canada comments to the Treasury Board Secretariat of Canada regarding the Breaking down inter-jurisdictional regulatory barriers initiative
5. Engineers Canada's comments to Natural Resources Canada regarding proposed amendments to Bill C-49
6. Engineers Canada's submission to the House of Commons Standing Committee on Public Safety and National Security regarding Bill C-26
7. Federal Budget 2023: A Made-in-Canada Plan: Strong Middle Class, Affordable Economy, Healthy Future. Highlights and Analysis
8. Engineers Canada comments to the Standing Committee on Finance regarding Pre-Budget Consultations in Advance of the 2023 Budget

Notably, as a result of these efforts, Engineers Canada's recommendations were incorporated into the Government of Canada's Budget 2023: A Made-in-Canada Plan: Strong Middle Class, Affordable Economy, Healthy Future. Additionally, Engineers Canada was recognized as a vital contributor in the areas of Equity, Diversity, and Inclusion, Indigenous Peoples, and Infrastructure in the final report of the Standing Committee on Finance to Parliament.

National Position Statements

The following National Position Statements were reviewed and approved by the Regulators and the Board as per the Public Affairs Advisory Committee's 2022-2023 workplan:

6

new or updated National Position Statements

New National Position Statements:

- Ventilation Systems and Building Management in Reducing Airborne Contaminants
- Federal Regulations of Small Fishing Vessel Design
- Role of Engineers in Helping Canada Achieve Net-Zero Emissions by 2050
- Professional Practice in Biomedical Engineering

Updated National Position Statements:

- The Role of Engineers in Canada's Long-term Economic Recovery
- Climate Change and Extreme Weather Events

Engaging and educating parliamentarians and senior federal officials

In 2023, the Public Affairs and Government Relations team actively engaged in eight in-person meetings with parliamentarians and senior federal officials. These meetings were instrumental in advocating for and discussing matters relevant to engineering regulators and the profession. Our focused advocacy efforts centered around two crucial issues: the existing licensing requirements for engineering positions within the federal public service and the current federal regulations pertaining to small fishing vessel design.

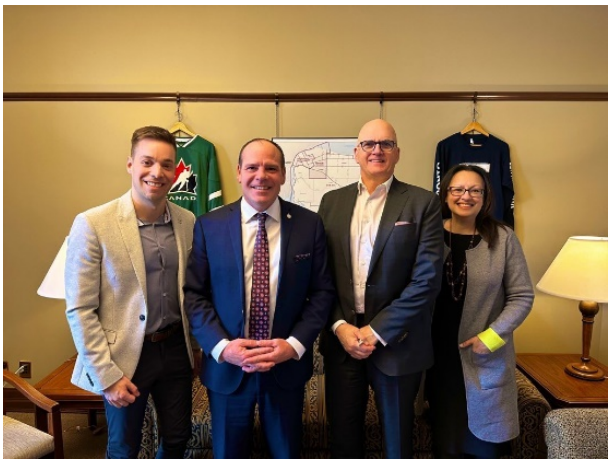
8

meetings with parliamentarians and officials

- Brad Redekopp, Associate Shadow Minister for Immigration, Refugees, and Citizenship
  - Topic: Licensing requirements for engineering positions within the federal public service
- Kelly Block, Shadow Minister for Public Services and Procurement
  - Topic: Licensing requirements for engineering positions within the federal public service
- Hilary Peirce, Director of Labour Relations, Office of the Honourable Mona Fortier, President of the Treasury Board of Canada Secretariat
  - Topic: Licensing requirements for engineering positions within the federal public service
- Carole Bidal, Associate Assistant Deputy Minister, Treasury Board of Canada Secretariat
  - Topic: Licensing of federal public service engineers and opportunities for collaboration.
- Matthew Millar, Director, Organization and Evaluation of Work, Treasury Board of Canada Secretariat
  - Topic: Licensing of federal public service engineers and opportunities for collaboration.
- Miled Hill, Director of Policy, Office of the Honourable Omar Alghbra, Minister of Transport
  - Topic: Federal regulations of small fishing vessel design
- Chris Lewis, Shadow Minister for Labour
  - Topic: Licensing of federal public service engineers and opportunities for collaboration

- Joanna Manger, Director General, Marine Safety & Security, Transport Canada
- Luc Tremblay, Executive Director, Domestic Vessel Regulatory Oversight & Boating Safety, Transport Canada
- Ross Munn, Associate Director General, Marine Safety and Security, Transport Canada
    - Topic: Federal regulations of small fishing vessel design

Engineers Canada representatives Joey Taylor, Gerard McDonald, and Jeanette Southwood meet with Kelly Block (second from left), Shadow Minister for Public Services and Procurement.

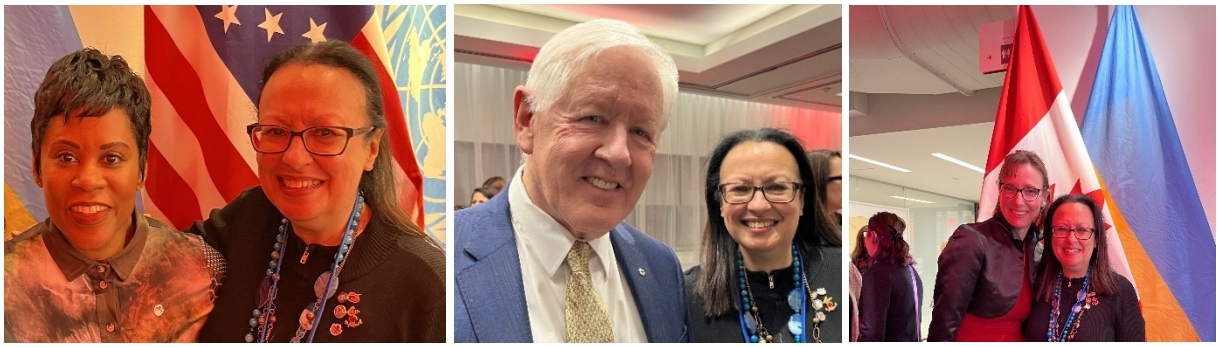


Engineers Canada representatives Joey Taylor, Gerard McDonald, and Jeanette Southwood meet with Chris Lewis (second from left), Shadow Minister for Labour.

Involvement in federal councils, delegations, working groups, and committees

Engineers Canada's Public Affairs and Government Relations team actively participates on numerous councils, delegations, working groups, and committees providing valuable advice, policy insights, and input to the federal government across various federal and industry working groups. These include being:

- A standing member of Public Service and Procurement Canada's Federal/Industry Real Property Advisory Council (FIRPAC)
- A member of the official Canadian delegation led by Women and Gender Equality Canada (WAGE) 67th Session of the United Nations Commission on the Status of Women (UNCSW)
- A standing member of Natural Resources Canada's Climate Change Adaptation Skills Working Group
- A standing member of the Government of Canada's Advisory Council for Harmonized Construction Codes
- A standing member of the Circular Built Environment Roadmap Initiative: Strategic Advisory Committee



Engineers Canada representative, Jeanette Southwood, at the UNCSW with (from left to right): Marci Ien, Minister for Women and Gender Equality (WAGE) and Youth; Bob Rae, Canadian Ambassador to the United Nations in New York; and Beatrice Maille, Legal Advisor and Minister-Counsellor for the Permanent Mission of Canada to the United Nations.

Media release

As part of our advocacy efforts in 2023, the Public Affairs and Government Relations issued a media release urging the federal government to promptly address the safety concerns surrounding small fishing vessels. This call to action was prompted by the Transportation Safety Board's report on the tragic sinking of the fishing vessel Chief William Saulis.

BRIEFING NOTE: For discussion

Open Board discussion: Board policy 7.1, *Board, committee, and other volunteer expenses*	4.1
Purpose:	To discuss the Members' concerns with the allowance for business class air travel in Board policy 7.1, *Board, committee, and other expenses*.
Link to the Strategic Plan / Purposes:	Board responsibility: The Board shall ensure that Engineers Canada achieves its purposes and vision in a manner that meets the expectations of the Regulators. The Board is accountable for the organization and acts on behalf of the Regulators as a whole. Board responsibility: Ensure the development and periodic review of Board policies.
Link to Corporate Risk Profile:	Decreased confidence in the Governance Functions (Board risk) Reduced long term financial viability (Board risk) Financial compliance (Operational risk)
Transparency:	Open session
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services
Presented by:	Nancy Hill, Board Chair and Director from Ontario

Problem/issue definition

- In a joint letter submitted to the Board's Chair on June 29, 2023 (Appendix 2), some Regulators expressed concerns with the Board's decision to allow for Board members and members of Board committees (including CEAB and CEQB members) to fly *business class* for Engineers Canada business when flying time for one leg of the journey is longer than four hours.
- The allowance for business class travel does not apply to Engineers Canada staff or volunteers of operational committees.
- It is incumbent on the Board to consider how it may best respond to the Members' concerns while reflecting on the reasons that led to the Board's original decision.

Proposed action/recommendation

- The Board is invited to engage in an open discussion about revisions to Board policy 7.1, *Board, committee, and other volunteer expenses,* approved on May 26, 2023, and the Members' feedback.
- In its discussion, the Board is encouraged to consider the following:
  - Written feedback from seven Regulators on the Board's decision to revise Board policy 7.1.
  - Feedback from the FAR Committee on the finance, audit, and risk implications of the revised policy is summarized as attached as appendix 3.
- It is suggested that the Board use a think, pair, and share approach to support discussion. Ahead of the meeting, Board members are asked to prepare answers to the following questions using the attached worksheet for discussion:
  - What was the key issue the Board was aiming to address through the policy revisions approved in May?
  - What are the key benefits of maintaining the policy as revised?
  - What are the key benefits of reversing the policy revisions?
  - What have you learned from the Members' feedback?

Other options considered:

- None at this time.

Risks

- Given the Board's accountability to the Members, there are greater risks associated with forgoing the Board's discussion.

Financial implications

- Financial implications of the approved policy revisions and alternative options have been attached as Appendix 3.

Benefits

- The proposed discussion provides the Board with an opportunity to discuss concerns raised by Engineers Canada's Members.

Consultation

- At its meeting on August 11, 2023, the FAR Committee reviewed
    - the Members' concerns,
    - financial information shared with last year's FAR and Governance committees,
    - summary tables of the 2024 budget implications of allowing eligible volunteers to fly business class or all volunteers to fly *Comfort class,* and
    - an article on business class travel and climate change.
- As noted above, a summary of the FAR Committee's feedback has been attached as Appendix 3.

Next steps

- The Board will determine next steps through its discussion.

Appendices

- **Appendix 1:** Discussion worksheet
- **Appendix 2:** Joint response from seven Regulators, dated June 29, 2023
- **Appendix 3:** FAR Committee's feedback from its meeting on August 11, 2023.

Discussion worksheet

Instructions:

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

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

Questions

Question 1: What was the key issue the Board was aiming to address through the policy revisions approved in May?

Question 2: What are the key benefits of maintaining the policy as revised?

Question 3: What are the key benefits of reversing the policy revisions?

Question 4: What have you learned from the Members' feedback?

June 29, 2023

Nancy Hill, B.A.Sc., LL.B., FCAE, FEC, P. Eng.
President
Engineers Canada
300-55 Metcalfe Street,
Ottawa ON K1P 6L5

Sent via email to Gerard.McDonald@engineerscanada.ca

Dear President Hill,

Thank you for your letter of June 12, 2023, addressed individually to the Regulators who voted against the motion setting the 2025 Per Capita Assessment Fee (PCAF) in Halifax.[1]

The seven Regulators who voted against, used the PCAF motion as a medium to express our deep concern as the Owners, over the duty of care the Board demonstrated as our fiduciaries in the process for the May 26, 2023 decision regarding Business Class travel.

While we understand that volunteer work is demanding, both in terms of time and energy, and that volunteers must be recognized for their strong dedication to the Federation and our profession, we have significant concern as to whether this is an appropriate, equitable, and affordable policy adjustment.

The approach to amending the Travel Policy falls short of the fiduciary duty of care expected of a Board appointed to manage on behalf of others, particularly in a not-for-profit corporation.

We believe the risk assessment process to evaluate a policy change that negatively affects the financial health of Engineers Canada and carries ethical and reputational risks, was inadequate. As Owners, we are disappointed. Specific concerns with the Board's process include:

- **Incomplete Financial Analysis**. The Finance, Audit and Risk Committee (FAR) did not present calculations on the cost of the policy change to the Board or in the Board agenda package, nor did it assess whether this was acceptable given the projected loss of $2M in affinity insurance program revenue.

[1] The letters (dated June 12, 2023) were sent to eight Regulators; however, NAPEG did not vote during the Annual Meeting of Members.

- **Lack of Alternative Options**. The agenda package material did not identify if the Governance Committee considered other options such as economy flex tickets, comfort/premium seating, or airline lounge memberships.
- **Identification of Additional Risks**. There was no analysis of secondary effects, such as ethical and reputational risks resulting from the perception of hypocrisy given our published Climate Adaptation guideline, our Code of Ethics guideline, and our Marketing Campaign.
- **Inequity between Engineers Canada Volunteers, Staff and Regulator Staff**. This policy applies unevenly to all those who support Engineers Canada. It is possible that Volunteers, Engineers Canada staff, and Regulator staff will travel to the same conferences from the same regions, with some funded to fly via Business Class and others not.

As Owners of Engineers Canada, we concluded that the only available means to share our concern was to speak during the agenda item addressing the proposed 2025 PCAF, a motion that provides for the annual financial support from the Owners. Without detailed analysis on the financial impacts of the Business Class travel decision, it is our collective belief that the PCAF recommendation cannot be made accurately or responsibly.

We ask the Board to rescind the Business Class travel decision until the process reflects the expected duty of care required of fiduciaries to identify and mitigate the financial, ethical, and reputational risks associated with this policy amendment.

Sincerely,

Denise Pothier, MBA, FEC, P.Eng.
President, Engineers Nova Scotia

Pal Mann, CD, FCSSE, P.Eng., ICD.D.
CEO, Engineers Nova Scotia

On behalf of the Presidents/Chairs and the Chief Executive Officers/Executive Directors of:
Engineers Yukon, APEGA, APEGS, APEGNB, Engineers PEI, Engineers Nova Scotia, and PEGNL.

CC: Gerard McDonald, CEO, Engineers Canada
Engineers Canada Directors (via CEO, Engineers Canada)
Board Chair and CEO Engineers and Geoscientists of British Columbia
President and CEO Engineers and Geoscientist of Manitoba
President and CEO Professional Engineers of Ontario
President and CEO Ordre des ingénieurs du Québec
President and CEO Northern Area Professional Engineers and Geoscientists

Appendix 3: FAR Summary

At its meeting on August 11, 2023, the Finance, Audit, and Risk (FAR) Committee was asked to consider the concerns raised by some Members in their letter to the Engineers Canada Board Chair, dated June 29, 2023.

To support its discussion, the FAR Committee was reminded of the financial information with which it was presented in December 2022; and new financial information prepared as part of the 2024 budget process. Both sets of financial information are included below, followed by a summary of the FAR Committee's discussion in August.

Information presented to the FAR Committee: December 2022

- As part of its biennial review of Board policy 7.1, *Board, Committee, and Other Volunteer Expenses* (policy 7.1), the Governance Committee sought a recommendation regarding appropriate adjustments to airfare allowances from the FAR Committee, at the latter's meeting on December 14, 2022.
- The FAR Committee was presented with a proposal to allow for *premium economy* or *business class* (of which there is no remarkable difference) for flights over four hours at an additional cost to Engineers Canada of between $229,711 to $287,138 per year.
- As noted during the FAR Committee's discussion in August 2023, this initial estimate assumed that 25 per cent of travelers to Engineers Canada meetings would fly business class.
- The FAR Committee was informed that 15 similarly situated organizations were surveyed on their related practices:
  - Seventy-three per cent (11 of 15) do not reimburse premium economy or business class airfare.
  - Of the four organizations that do, three of them require that one flight be over three-and-a-half to four hours.
  - The remaining organization does not have any specific requirements.

Table 1: Results of business class travel survey

Federal Civil Service	No business class or premium economy travel allowed
Canadian Institute of Planners	No business class or premium economy travel allowed
Association of Consulting Engineers Canada	No business class or premium economy travel allowed
Canadian Rental Association	No business class or premium economy travel allowed
Geoscientists Canada	No business class or premium economy travel allowed
Chemistry Industry Association of Canada	No business class or premium economy travel allowed
Canadian Finance & Leasing Association	No business class or premium economy travel allowed
The Advocates' Society	No business class or premium economy travel allowed
Canadian Psychiatric Association	No business class or premium economy travel allowed
Federation of Law Societies of Canada	No business class or premium economy travel allowed
Royal Architectural Institute of Canada	No business class or premium economy travel allowed
Canadian Real Estate Association	Business class travel allowed
CPA Canada	For flights involving more than four hours in air per single leg of travel, travelers have the option of booking Premium Economy fares or equivalent if this will enable the use of E-Upgrades possessed by the traveler.
Federation of Medical Regulatory Authorities of Canada	President and CEO only may fly on flights of 4 hours or greater Air Canada Lowest Business Class Fare (or equivalent) if the final cost is within 2X the Flex fare + 10% (or equivalent) at the time of purchase.
Canadian Dental Regulatory Authorities Federation	Allows for Air Canada lowest Business Class fares for flights over 3.5 hours

Information presented to the FAR Committee: August 2023

The information presented to the FAR Committee (below) focused on the three Members' concerns which relate to the FAR Committee's responsibilities – financial analysis, alternative options, additional risks.

Financial analysis

- Table 1 below summarizes the cost implications of the decision to allow volunteers to travel business class on flights more than four hours on the 2024 budget.
- Incremental costs for business class airfare in 2024 are budgeted to be approximately $94K.
- These costs are lower in the 2024 draft budget than were previously shared with the FAR Committee due to the reduction of in-person meetings recommended for 2024 and specific knowledge of where meetings would be held in 2024.

Table 2: Business Class Airfare included in the 2024 Budget.

Meeting	Business Class Airfare $	Economy Class Airfare $	Increase in 2024 Budget	Notes
Fall Board meeting	$10,000	$4,000	$6,000	4 flights estimated where business class would apply
Board workshop	$15,000	$6,000	$9,000	6 flights estimated where business class would apply
Spring Meetings Board and AMM	$15,000	$6,000	$9,000	6 flights estimated where business class would apply
CEQB spring meeting	$7,500	$1,725	$5,775	3 business class flights
CEQB fall meeting	$12,500	$2,875	$9,625	5 business class flights
CEAB accreditation visits	$80,000	$38,023	$41,977	32 business class flights
CEAB spring meeting	$8,600	$3,565	$5,035	3 business class flights, one from The North at $3,600
CEAB fall meeting	$8,600	$3,565	$5,035	3 business class flights, one from The North at $3,600
CEAB P&P meetings with DLC	$5,000	$2,376	$2,624	2 business class flights
TOTAL	**$162,200**	**$68,129**	**$94,071**	

Alternative options

- Table 2 below illustrates the potential cost implications of volunteers traveling by *Comfort class*.
- Incremental costs for comfort class airfare in 2024 would be approximately $36K.
- Like business class, comfort class provides refundable tickets and preferred seat selection; however, unlike business class, comfort class does not offer larger seats or access to the Maple Leaf Lounge (or equivalent, if flying another carrier like WestJet).
- Travelers may access the Maple Leaf Lounge for a fee (comfort: $59.00, or flex: $79.00).
- The current version of policy 7.1 (approved in May 2023) provides for a per diem allowance for meals and incidentals without receipts and could be used to pay for lounge fees (breakfast =$23.60, lunch $23.90, dinner $58.60, incidental $17.30).

Table 3: Incremental costs of Comfort Class Airfare – 2024 Budget

Comfort Class Price Factor=	14%

Meeting	Total 2024 Airfare Budget	Incremental Business costs	Equivalent Flex Fare	% of airfare Budget that is for Volunteers	Equivalent Flex Fare- Volunteers Only	Incremental Costs of Comfort Class vs Flex
Fall Board meeting	$35,500	($6,000)	$29,500	100%	$29,500	$4,130
Board workshop	$43,890	($9,000)	$34,890	82%	$28,546	$3,996
Spring Meetings Board and AMM	$64,220	($9,000)	$55,220	79%	$43,539	$6,095
CEQB spring meeting	$13,601	($5,775)	$7,826	80%	$6,260	$876
CEQB fall meeting	$12,971	($9,625)	$3,346	80%	$2,677	$375
CEAB accreditation visits	$168,877	($41,977)	$126,901	80%	$101,520	$14,213
CEAB spring meeting	$24,135	($5,035)	$19,100	80%	$15,280	$2,139
CEAB fall meeting	$24,135	($5,035)	$19,100	80%	$15,280	$2,139
CEAB P&P meetings with DLC	$24,012	($2,624)	$21,388	83%	$17,823	$2,495
TOTAL	**$411,341**	**($94,071)**	**$317,270**		**$260,426**	**$36,460**

Additional risks

- The Members' feedback suggested that allowing for business class air travel may bring ethical and reputational risk given the organization's published Climate Adaptation guideline.
- This article asks the question, "Is it ethical to fly business class in light of the climate crisis?".

FAR Committee discussion: August 2023

- The FAR Committee supported a trial period of 6-12 months in which Board members and members of Board Committees (including CEAB and CEQB members) may fly business class for Engineers Canada business when flying time for one leg of the journey is longer than four hours.
- The committee also suggested that an environmental, social and governance (ESG) policy would support future decision making and that such a policy be developed as part of an environmental sustainability priority that is being considered as part of the 2025-2029 strategic plan.

BRIEFING NOTE: For information

2024 draft budget	4.2
Purpose:	To provide the 2024 draft budget to the Board for information and discussion in advance of approval in December 2023
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) Long-term financial viability (strategic risk)
Prepared by:	Derek Menard, Director, Finance Joan Bard Miller, Manager, Governance and Board Services
Presented by:	Dawn Nedohin-Macek, Director from Manitoba, and Chair of the FAR Committee

Problem/issue definition

- The Board is responsible for approving Engineers Canada's 2024 budget at its meeting in December.
- As per article 7 of the Bylaw, the Board must also recommend to the Members the amount of the per capita assessment fee (PCAF) that will be in effect as of January 2026. The PCAF is a key source of Engineers Canada's revenue.
- In advance of those decisions, the draft budget and proposed PCAF is presented to the Board so that it may consider the following:
  - Does the budget align with the priorities established by the Board and Members, and address Regulator needs?
  - Will the budgeted resources enable the strategic and operational plans?
  - Are the Members likely to approve the proposed PCAF for 2026?
  - Is there anything in the budget that is unclear or of concern?

Background

- Staff have prepared the budget in keeping with the following:
  - Engineers Canada Strategic Plan 2022-2024
  - Engineers Canada's 10 core purposes
  - Necessary improvements to tools, technology, and infrastructure.
  - The budget envelope assumptions approved by the Finance, Audit, and Risk (FAR) Committee at its meeting on June 19, 2023.
  - Board policy 7.12*, Net assets*, which sets target levels for Engineers Canada's restricted and unrestricted reserve funds, and investment in capital and intangible assets.
  - The Board's past decisions to draw down on the unrestricted reserve in part by using it to increase funding in our operational core purposes and create an annual operating deficit; and to fund significant projects, including the 2022-2024 strategic priorities.
- Engineers Canada's unrestricted reserves had grown far beyond its $1 million target level largely due to its acquisition of approximately $2 million per year in affinity funds that would have gone Professional Engineers Ontario (PEO) had it joined the affinity program. Allowing the organization's unrestricted net assets to grow unconstrained could have put the organization's not-for-profit status at risk.
- 2024 will be the first full year in which PEO be part of the affinity program and *will* avail itself of its $2 million in affinity funds, thus materially impacting the future rate at which the unrestricted reserves will grow.

Status update

- The 2024 draft budget includes $10.5 million in revenue and $15.1 million in expenses, resulting in a deficit of $4.6 million.
- Revenue is expected to decrease by $684 thousand (6 per cent) compared to 2023 mainly due to the reduction in the PCAF from $10.21 in 2023 to $8 in 2024.
- Staff have offset this decrease in revenue by reducing operating expenses by $748 thousand (6.1 per cent), despite an approximate 3 per cent inflation rate on salary and benefit costs and an increase in travel costs due to the allowance for business class air travel.
- The larger reductions came primarily by way of:
    - Fewer in-person meetings of the Board, Canadian Engineering Accreditation Board (CEAB), CEO group, and National Admissions Official's Group (NAOG).
    - A decrease in the use of consultants by the Canadian Engineering Qualification Board (CEQB).
    - Reduction in AV costs by using new lower cost vendors, reducing AV requirements for meetings, and moving some meetings to internal AV resources.
    - Renegotiation of the TDI affinity program economic pricing model to have the actuarial services provided to Engineers Canada paid directly by TDI.
    - Elimination of general visitors for accreditation visits.
    - Elimination of two vacant staff positions.
- With the goal of returning to a balanced operating budget, another 6 per cent reduction in operating expenses will be required in 2025.
- It is also suggested that the PCAF increase $1 for each year from 2026 to 2028.
- 2025-2029 Strategic Plan project spending is projected to be $1 million per year.
- At its meeting on August 11, the Finance, Audit, and Risk (FAR) Committee accepted the draft budget as presented and the recommendation that the PCAF increase by $1.00 to $9.00 for 2026 (scenario 2).

Next steps

- Staff will update the 2024 draft budget based on the Board's feedback.
- The FAR Committee will review the final budget prior to its presentation to the Board for approval in December.

Appendices

- **Appendix 1:** 2024 draft budget memo
- **Appendix 2:** Revenue and portfolio detail analysis sheets

Engineers Canada budget 2024

This budget is presented for information to the Engineers Canada Board of Directors on October 5, 2023.

Highlights

a) The 2024 budget includes $10.5 million in revenue and $15.1 million in expenses.
b) Capital expenditures for 2024 are estimated to be $77,000.
c) The projected unrestricted balance at end of 2024 is $4.9 million.
d) The significant projects to be funded from reserves are:

Strategic priorities:
Investigate and validate the purpose and scope of accreditation
Strengthen collaboration and harmonization
Accelerate 30 by 30
Foster trust and the value of licensure

This results in total project-related spending of $3,600,844 in 2024.

e) Based on the projected revenues and expenses, it is proposed that the Board recommend to the Members that the 2026 Per Capita Assessment fee be increased to $9.00 per registrant.

2024 Budget summary

The proposed 2024 budget has a deficit of $4,604,704. Note that $3,600,844 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 $1,003,860 deficit position.

Expenditures have two (2) main components: operating expenses and expenditures related to significant projects. The 2024 operating expenses are $11.5 million, a decrease of 6.1% or $747,855 from 2023 where operating expenses were $12.3 million. The FAR committee approved the 2024 budget envelope assumptions which had an operational expense reduction target of between $600,000 to $740,000. Additional details for the operating expenses are included in the portfolio detail analysis sheets.

Revenues are to see a decrease of $683,655, or 6%, compared to the 2023 budget. The decrease is principally driven by the reduction in the Per Capita Assessment fee to $8 from $10.21 in 2023. A detailed breakdown of revenue is included in the portfolio detail analysis sheets.

Budget process

- 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.

Estimates and assumptions

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.
- An operational expense reduction target of between $600,000 to $740,000.

- The human resources (HR) budget (part of the Corporate Services portfolio) includes:
    - 47 full time equivalents (FTEs).
    - salary adjustments based on a salary band review for some employees, with others receiving a 3% cost of living increase. The CPI Increase of 3% is below the 4.2% Statistics Canada CPI rate for the 12-month period ending April 2023.
- The capital budget is developed based on a review of the organization's infrastructure needs including physical facilities and IT.

2024 Budget

The 2024 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 – 2024 Budget

Category	2024 Budget	2023 Budget	2024 Budget vs 2023 Budget $	2024 Budget vs 2023 Budget %	Notes
Revenues:					
Revenue – Annual dues	2,576,985	3,230,774	(653,789)	-20%	1
Revenue - Investments	522,438	669,145	(146,707)	-22%	2
Revenue - National programs (Affinity)	7,414,819	7,310,378	104,441	1%	
Revenue – Outreach	30,000	17,600	12,400	70%	
Total revenues:	**10,524,243**	**11,227,897**	**(703,655)**	-6%	
Operating Expenses:					
Accreditation	513,529	452,418	(61,112)	-14%	3
Fostering working relationships	123,981	169,863	45,882	27%	4
Services and tools	119,835	204,620	84,785	41%	5
National programs	784,782	874,396	89,614	10%	6
Advocating to the federal government	78,000	89,922	11,922	13%	
Research and regulatory changes	21,000	18,950	(2,050)	-11%	
International mobility	84,738	103,520	18,783	18%	7
Promotion and outreach	363,100	401,950	38,850	10%	8
Diversity and inclusion	195,550	195,940	390	0%	
Protect official marks	163,650	131,767	(31,883)	-24%	9
Secretariat services	1,052,182	1,411,819	359,637	25%	10
Corporate services	8,047,756	8,240,793	193,037	2%	11
Total Operating Expenses	**11,548,102**	**12,295,957**	**747,855**	6.1%	
Operating Surplus/(Deficit)	**(1,003,860)**	**(1,068,060)**	**64,200**		
Projects Spending:					
2022-2024 Strategic Plan					
Investigate and validate the purpose and scope of accreditation	622,637	1,035,655	413,018	40%	12
Strengthen collaboration and harmonization	2,731	164,275	161,544	98%	12
Accelerate 30 by 30	268,622	328,133	59,511	18%	12
Reinforce trust and the value of licensure	2,706,854	2,848,013	141,158	5%	12
	3,600,844	**4,376,076**	**775,232**	**18%**	

2019-2021 Strategic Plan					
SP1: Accreditation Improvement Program	-	82,108	82,108	100%	
	-	**82,108**	**82,108**	**100%**	
Other Projects					
Mobility Register Improvement Project	-	70,800	70,800	100%	
	-	**70,800**	**70,800**	**100%**	
Total Project Spending	**3,600,844**	**4,528,983**	**928,139**	**20%**	
Surplus/(Deficit)	**(4,604,704)**	**(5,597,043)**	**992,340**	**18%**	

Notes on 2024 budget vs 2023 budget

1. The $653,789 decrease is mainly due to the 2024 PCAF decreasing to $8.00 from $10.21 per registrant, offset by a projected increase of 5,690 registrants (1.8%) in 2024.
2. The $146,707 decrease of investment revenue is mainly due to the decrease in the overall balance our investment portfolio as we are projecting to utilize $3.5 million of the investments in 2023 to fund the strategic projects.
3. The accreditation budget has increased due to increased cost of travel for accreditation visits, of which $42,000 is attributable to the incremental costs of business class airfare, and moving costs for improvement of Tandem, our online accreditation management system, into the operation budget (was previously a project cost as development was ongoing).
4. The budget for Fostering working relationships has decreased due to elimination of one face-to-face meeting for the National Admissions Officials Group, and the CEO group. All regulatory officials groups now meet once per year in person.
5. The budget for Services and Tools has decreased due to a reduced workload and less reliance on consultants by the CEQB.
6. The costs have decreased due to lower actuarial services as we are renegotiating our economic pricing model with TD and are seeking to have those services included as part of the program costs.
7. The budget for International mobility has decreased due to elimination of travel to the meetings of the American organizations ABET (engineering accreditation), NSPE (National Society of Professional Engineers) and NCEES (National Council of Examiners in Engineering and Surveying).
8. The decrease in costs are due a reduction in production costs related to recipient awards program promotion, and a reduction in anticipated AV costs for the awards gala.
9. The increase in costs is based on the number of new trademark opposition cases for the past three years, and the current number of active proceedings, it is expected that the number of trademark oppositions will continue to rise.
10. Various measures have been taken to reduce the Secretariat services budget by $359,637. The main considerations are as a result of moving meetings to a virtual format (winter Board meeting, AB winter meeting, AB executive meeting, QB executive meeting), reducing audio visual (AV) requirements and seeking lower cost service providers, and a reduction in consulting fees for the HR Committee. The strategic planning budget decreased as many of the expenses to develop the 2025-2029 strategic plan will be completed in 2023. These reductions were offset by the incremental costs of business class airfare of approximately $55,000.
11. The decrease is mainly due to a reduction in consulting, memberships, software subscriptions, facilities related costs, and travel.
12. 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.

2024 Budget – Total expenses by operational imperative, including staff costs

The following table is provided for analysis purposes. It shows proposed 2024 spending by core purpose including projects and staff costs (HR component), as represented in the corporate services budget.

Table 2 – 2024 Budget with staff allocations

Category	Expenses	HR component	Total	Allocation	Notes
CP 1 - Accreditation	1,136,166	966,124	2,102,290	15%	1
CP 2 - Fostering working relationships	126,712	188,244	314,956	2%	
CP 3 - Services & Tools	119,835	398,599	518,434	4%	
CP 4 - National Programs	74,782	445,360	520,142	4%	2
CP 5 - Advocating to the Fed. Gov't.	78,000	239,190	317,190	2%	
CP 6 - Research	21,000	222,413	243,413	2%	
CP 7 - Int'l Mobility	84,738	302,301	387,039	3%	
CP 8 - Promoting the profession	3,059,954	358,386	3,418,340	24%	3
CP 9 - Diversity & Inclusion	444,172	384,987	829,159	6%	4
CP 10 - Protect official marks	163,650	27,802	191,452	1%	
Secretariat services	1,052,182	407,568	1,459,750	10%	
Corp Services	1,618,654	2,488,128	4,106,782	28%	
Total:	**7,979,844**	**6,429,102**	**14,408,946**	**100%**	

Notes

1 Includes accreditation business and Strategic Priority 1.1 (Investigate and Validate the Purpose and Scope of Accreditation).

2 Net expense with adjustment for related revenues of $710,000.

3 Includes Strategic Priority 2.2 (Foster Trust and the Value of Licensure).

4 Net expense with adjustment for related sponsorship revenues of $30,000.

2024 Capital budget

Table 3 – Capital budget

Asset Type	2024 Budget	2023 Budget
Office furniture and equipment	$10,000	$10,000
Computer hardware	$57,000	$38,000
Leasehold Improvements	$10,000	$20,000
Total:	**$77,000**	**$68,000**

In 2024, $57,000 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 $10,000 will be invested in general facilities.

Status of reserves

Board policy 7.12, *Net Assets* provides the ability of Engineers Canada to maintain adequate net asset levels and is considered an indication of safety, stability and a prudent resistance to adverse business and economic conditions. The Board's net asset target levels for the restricted reserves are $1.5M for legal, $2M for strategic priorities, and $2.5M for contingency. The unrestricted reserve target level is no less than $1 million.

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
2023	2023 Opening balance	1,500,000	2,000,000	2,500,000	492,588	12,541,587	19,034,175	1
	Additions to capital assets				68,000	(68,000)		
	Amortization of capital assets				(200,174)	200,174		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2023 surplus/(deficit)					(3,122,138)		
	Projected 2023 closing balance	**1,500,000**	**2,000,000**	**2,500,000**	**403,098**	**9,508,939**	**15,912,037**	
2024	Additions to capital assets				77,000	(77,000)		
	Amortization of capital assets				(206,735)	206,735		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2024 surplus/(deficit)					(4,604,704)		
	Projected 2024 closing balance	**1,500,000**	**2,000,000**	**2,500,000**	**316,047**	**4,991,286**	**11,307,334**	
2025	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(75,000)	75,000		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2025 surplus/(deficit)					(1,389,267)		
	Projected 2025 closing balance	**1,500,000**	**2,000,000**	**2,500,000**	**383,731**	**3,534,335**	**9,918,067**	
2026	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(50,000)	50,000		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2026 surplus/(deficit)					(1,000,410)		2
	Projected 2026 closing balance	**1,500,000**	**2,000,000**	**2,500,000**	**476,415**	**2,441,241**	**8,917,657**	
	Note 1 - Agreed to 2022 audited financial statements							
	Note 2 - See paragraph below for additional information							

The current 2026 projected deficit of $1,000,410 assumes a Per Capita Assessment fee of $9 in 2026.

Three-year projection: 2024 -2026

The following table shows projections on future revenues and expenditures for the years 2024-2026.

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

Category	2024	2025	2026	Notes
Revenues:				
Revenue-Annual dues	2,577	2,549	2,907	1
Revenue-Investments	522	458	444	
Revenue - National programs	7,415	7,472	7,517	2
Revenue - Outreach	30	30	30	
Total revenues:	**10,544**	**10,509**	**10,899**	
Operating Expenses:				
Accreditation	514	514	514	
Fostering working relationships	124	124	124	
Service and tools	120	120	120	
National programs	785	785	785	
Advocating to the federal government	78	78	78	
Research and regulatory changes	21	21	21	
International mobility	85	85	85	
Promotion and outreach	363	363	363	
Diversity and inclusion	196	196	196	
Protect official marks	164	164	164	
Secretariat services	1,052	1,052	1,052	
Corporate services	8,048	8,048	8,048	
Required operating expense savings vs 2024	-	(650)	(649)	3
Total Operating Expenses	**11,548**	**10,898**	**10,899**	
% Increase/(decrease) in operating expenses		***-6%***	***0%***	
Operating Surplus/(Deficit)	**(1,004)**	**(359)**	**0**	
Projects Spending:				
2022-2024 Strategic Plan				
Investigate and validate the purpose and scope of accreditation	623	-	-	4
Fostering Relationships – Strengthen collaboration and harmonization	3	-	-	4
EDI – Accelerate 30 by 30	269	-	-	4
Communications – Foster trust and the value of licensure	2,707	-	-	4
	3,601	**-**	**-**	
2025-2029 Strategic Plan	-	1,000	1,000	
Total Project Spending	**3,601**	**1,000**	**1,000**	
Surplus/(Deficit)	**(4,605)**	**(1,389)**	**(1,000)**	

Notes on projections

1. Annual dues revenue assumes a PCAF of $8 in 2024 and 2025 and increases to $9 in 2026. The total number of members is predicted to decrease by 1.1% in 2025 and increase by 1.6% in 2026.

2. TD affinity revenues are based on the 5-year projections provided by TD, which call for a 0.5% and 0.25% increase in 2025 and 2026, respectively, for Engineers Canada's portion.

3. With PEO joining the TD affinity program we must continue to reduce our operating costs to produce a balanced operational budget and ensure we are able to maintain the board mandated minimum unrestricted reserve of $1.0 million. These cost reductions are in comparison to the 2024 budgeted operating costs.

4. These budgets are based on the current planning for the strategic priorities (2022-2024) and will be adjusted as the projects progress. The $1,000,000 included for 2025 and2026 are a 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 2024 through 2026.

In preparing the projection for operating expenses and with the goal of returning to a balanced operating budget a reduction of 5.6% was assumed in 2025 and an increase of 0% in 2026.

2024 project cost projections are based on the 2022-2024 strategic priorities and currently available information, the $1,000,000 included for 2025-2026 is placeholder for financial modelling purposes and will be revised once the new strategic plan (2025-2029) is approved.

Proposed 2026 Per Capita Assessment Fee

As per section 7 of the Engineers Canada Bylaw, the Board must provide a proposal for the 2026 Per Capita Assessment Fee (PCAF). Projections for the 2027 and 2028 unrestricted reserve balance 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 member estimates from Regulators up until 2026 and is increased 2% year-over-year for 2027 and 2028.
2. The revenue received from affinity programs is based on projections from the program providers.
3. Operating expenses will decrease by $650,000 or 5.6% in 2025, 0% in 2026, and increase by 3% in 2027 and 2028.
4. Spending from 2025 to 2028 on the new strategic priorities is $1.0M per year.

Table 6 – Projected Unrestricted Reserve Balances

The following tables show the projected summarized statement of operations and unrestricted reserve balances by year based on the above assumptions.

Scenario 1: assumes a $8.00 PCAF in 2026, $9.00 in 2027, and $10 in 2028.

Statement of Operations (in 000's)

PCAF=	*$8*	*$9*	*$10*

Category	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Total Revenues	**10,544**	**10,509**	**10,576**	**11,015**	**11,483**
Total Operating Expenses	**11,548**	**10,898**	**10,899**	**11,245**	**11,548**
% Increase/(decrease) in operating expenses		***-6%***	***0%***	***3%***	***3%***
Operating Surplus/(Deficit)	**(1,004)**	**(389)**	**(323)**	**(230)**	**(65)**
Total Project Spending	**3,601**	**1,000**	**1,000**	**1,000**	**1,000**
Surplus/(Deficit)	**(4,605)**	**(1,389)**	**(1,323)**	**(1,230)**	**(1,065)**

Unrestricted Reserve Projections (in 000's)

	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Opening balance	**9,509**	**4,991**	**3,534**	**2,118**	**796**
Additions to capital assets	(77)	(100)	(100)	(100)	(100)
Amortization of capital assets	207	75	50	50	50
Amortization of leasehold inducements	(43)	(43)	(43)	(43)	(43)
Projected surplus/(deficit)	**(4,605)**	**(1,389)**	**(1,323)**	**(1,230)**	**(1,065)**
Projected closing balance	**4,991**	**3,534**	**2,118**	**796**	**(362)**

Scenario 2: assumes a $9.00 PCAF in 2026, $10.00 in 2027, and $11 in 2028.

Statement of Operations (in 000's)

PCAF=	*$9*	*$10*	*$11*

Category	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Total Revenues	**10,544**	**10,509**	**10,899**	**11,345**	**11,819**
Total Operating Expenses	**11,548**	**10,898**	**10,899**	**11,245**	**11,548**
% Increase/(decrease) in operating expenses		*-6%*	*0%*	*3%*	*3%*
Operating Surplus/(Deficit)	**(1,004)**	**(389)**	**(0)**	**100**	**271**
Total Project Spending	**3,601**	**1,000**	**1,000**	**1,000**	**1,000**
Surplus/(Deficit)	**(4,605)**	**(1,389)**	**(1,000)**	**(900)**	**(729)**

Unrestricted Reserve Projections (in 000's)

	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Opening balance	**9,509**	**4,991**	**3,534**	**2,441**	**1,448**
Additions to capital assets	(77)	(100)	(100)	(100)	(100)
Amortization of capital assets	207	75	50	50	50
Amortization of leasehold inducements	(43)	(43)	(43)	(43)	(43)
Projected surplus/(deficit)	**(4,605)**	**(1,389)**	**(1,000)**	**(900)**	**(729)**
Projected closing balance	**4,991**	**3,534**	**2,441**	**1,448**	**626**

Scenario 3: assumes a $10.00 PCAF in 2026, $11.00 in 2027, and $11 in 2028.

Statement of Operations (in 000's)

	PCAF=	*$10*	*$11*	*$11*

Category	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Total Revenues	**10,544**	**10,509**	**11,222**	**11,674**	**11,819**
Total Operating Expenses	**11,548**	**10,898**	**10,899**	**11,245**	**11,548**
% Increase/(decrease) in operating expenses		*-6%*	*0%*	*3%*	*3%*
Operating Surplus/(Deficit)	**(1,004)**	**(389)**	**323**	**429**	**271**
Total Project Spending	**3,601**	**1,000**	**1,000**	**1,000**	**1,000**
Surplus/(Deficit)	**(4,605)**	**(1,389)**	**(677)**	**(571)**	**(729)**

Unrestricted Reserve Projections (in 000's)

	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Opening balance	**9,509**	**4,991**	**3,534**	**2,764**	**2,101**
Additions to capital assets	(77)	(100)	(100)	(100)	(100)
Amortization of capital assets	207	75	50	50	50
Amortization of leasehold inducements	(43)	(43)	(43)	(43)	(43)
Projected surplus/(deficit)	**(4,605)**	**(1,389)**	**(677)**	**(571)**	**(729)**
Projected closing balance	**4,991**	**3,534**	**2,764**	**2,101**	**1,279**

Recommendation for the 2026 Per Capita Assessment Fee (PCAF):

Based on the above, it is recommended that the PCAF increase by $1.00 to $9.00 for 2026 (scenario 2). The increase will result in an increase in revenues of $323K in 2026 in comparison to the 2025. Under this scenario and coupled with the projected operating cost reductions in 2025 (5.6% or $650K), we are projecting to achieve a balanced operating budget in 2026. This would result in an unrestricted reserve balance of $2.4 million at the end of 2026, above the Board-mandated minimum of $1.0 million.

Value per Member

The value per member table below is provided for information purposes, it illustrates the total dollar value each member receives based on the currently proposed 2024 budgeted expenses.

2024 Budgeted Operating Expenses	$11,548,102
2024 Budgeted Project Expenses	$3,600,844
	$15,148,946
Projected number of Members in 2024	322,123
Value Per Member in 2024	**$47**

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 2024 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 sponsorships of the awards gala, spring meeting, and outreach programs, and Engineering Deans Canada (EDC) revenues. These five (5) components make up 9% of total revenues. The final 5% of revenues are made up of income and appreciation of investments, rent revenue, and interest earned on bank balances.

Budget details

Number	Description	2024 Budget	% of Total	2023 Budget	Change
1	Affinity and Insurance Programs Revenue	6,517,319	61.8%	6,434,262	83,057
2	Provincial Annual Dues Revenue	2,576,985	24.4%	3,230,774	(653,789)
3	SPLIP Revenue	710,000	6.7%	688,616	21,384
4	Changes in the Fair Value of Investments	250,000	2.4%	311,644	(61,644)
4	Investment Income	212,000	2.0%	300,000	(88,000)
5	Awards Sponsorship Revenue	175,000	1.7%	175,000	-
6	EDC Revenue	44,298	0.4%	41,361	2,937
7	Future City Revenue	-	0.0%	17,600	(17,600)
8	Outreach Sponsorship Revenue	30,000	0.3%		30,000
9	Rent Revenue	11,340	0.1%	11,340	-
10	AGM Sponsorship Revenue	12,500	0.1%	12,500	-
11	Interest Bank Accts (CND) Revenue	4,800	0.0%	4,800	-
	Total Revenue	**10,544,243**	**100%**	**11,227,897**	**(683,655)**

Rationale for 2024 budget:

1. The affinity program revenues for 2024 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 2024 TD Insurance revenues are calculated based upon the total written premium value for 2023. This figure will not be known with certainty until early in 2024. The 2024 estimate is based upon total written premium projections ($360M) 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 2024 membership projections received (322,123 members vs the 2023 budget of 316,432), Engineers Canada is predicting a decrease of $654K in annual dues in 2024 as the PCAF has been reduced to $8.00 from $10.21 in 2023- .
3. SPLIP program revenues are based on estimates for 2024 participation levels. These estimates show a slight increase from 2023. This is a flow-through revenue which is offset by an equivalent expenditure.

4. The investment income has decreased by $150K mainly due to the decrease in the overall balance our investment portfolio as we are projecting to utilize $3.5 million of the investments in 2023 to fund the strategic projects.
5. Awards sponsorships are the same as in 2023. 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. Outreach sponsorships are for the National Engineering Month (NEM), and the annual 30 by 30 conference. This is a flow-through revenue which is offset by an equivalent expenditure.
9. These revenues are from renting out space at the Engineers Canada office.
10. No change in 2024. This is a flow-through revenue which is offset by an equivalent expenditure.
11. These revenues represent excess short-term cash from operations that are kept in an interest-bearing savings account.

Accreditation
2024 Portfolio detail analysis

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

Description: This portfolio contains all the work in Core Purpose 1 (the regular business of the CEAB) and Strategic Priority 1.1, *Investigate and Validate the Purpose and Scope of Accreditation* (SP1.1).

Budget details:

Cost element	2024
1. Accreditation business	$513,529
2. Investigate and validate the purpose and scope of accreditation (SP1.1)	$622,637
Totals	**$1,136,166**

Rationale for 2024 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 associated with ongoing relationship management with educators, Engineering Deans Canada (EDC) and the Canadian Engineering Education Association (CEEA), and the cost to produce the Accountability in Accreditation annual report. Travel costs account for 77% of this cost element.
2. This project will develop, in collaboration with Regulators, HEIs and other Key Stakeholders, a new national academic requirement for licensure, a purpose of accreditation and a path forward for all Engineers Canada systems. In 2024, the project team will finalize the purpose of accreditation and the academic requirement for licensure and create the final Path Forward Report. Most costs are related to either travel and face-to-face events (15%) for the various working and advisory groups, or fees for the project consultant.

Notes:

- The revised board policy 7.1 *Board, committee and other volunteer expenses* has impacted the cost of accreditation business, specifically the cost for business class airfare travel of CEAB members to HEIs for visits. The additional cost is approximately $42,000.

Considerations for the Board:

- The CEAB's total 2024 operating budget is $758,435 versus $758,158 in 2023. This is the total of cost element 1 above plus costs to host CEAB meetings included in the secretariat services portfolio detail analysis.

Fostering relationships among the Regulators
2024 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	2024
1. Officials' groups	$100,490
2. CEO Group	$23,491
3. Strengthen collaboration and harmonization (SP1.2)	$2,731
Totals	**$126,712**

Rationale for 2024 budget:

1. This includes the costs to host one (1) face-to-face meeting for the National Practice Officials Group, the National Discipline & Enforcement Officials Group, and the National Admissions Officials Group.
2. This includes the costs for hosting three (3) face-to-face CEO Group meetings, as well as support for airfare and accommodation costs for Regulators with less than 2,500 registrants (Engineers PEI, NAPEG, and Engineers Yukon) to attend the July meeting, and the airfare costs for Regulators with between 2,500 and 10,000 registrants to attend the July meeting.
3. Strategic Priority 1.2, *Strengthen collaboration and harmonization,* will conclude in 2024 with the signature of a Statement of Collaboration at the May Annual Meeting of Members (AMM). This year's costs are for translation and for travel so that staff working on the project can attend the AMM.

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.

Providing services and tools for regulation and professional practice
2024 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	2024
1. CEQB work plan items (as currently proposed)	$55,835
2. National Membership Database- maintenance	$64,000
Totals	**$119,835**

Rationale for the 2024 budget:

1. This includes budget for the delivery of the proposed CEQB 2024 work plan, as follows:

Paper on emerging areas of engineering practice	Carried forward	$23,000
Guideline on fitness to practice	Carried forward	$27,000
Guideline on duty to report	Carried forward	in-house
Guideline on the use of new technologies in engineering		in-house
Review of six (6) existing guidelines		In-house
Updates to three (9) syllabi		In-house
Liaison with the Regulators (Officials groups and individual Regulators) and translation costs	n/a	$5,835
TOTAL		**$55,835**

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

Considerations for the Board:

- The CEQB's total 2024 budget is $172,500, versus $276,197 in 2023. 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 some work plan items.
- The majority of work undertaken by the CEQB is multi-year and items will carry forward to 2025.
- 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).

Offering national programs
2024 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	2024
1. Affinity programs	$69,782
2. Secondary Professional Liability Insurance Program (SPLIP)	$715,000
Totals	**$784,782**

Rationale for 2024 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.

Advocating to the federal government
2024 Portfolio detail analysis

Portfolio: Advocating to the federal government

Description: This portfolio contains all the items under Core Purpose 5 (CP5), including ongoing work of the advocacy sub-strategy.

Budget details:

Cost element	2024
1. Legislative monitoring	$35,850
2. External Public Affairs consultant	$35,000
3. Public Affairs Advisory Committee	$600
4. Public policy initiatives	$2,550
5. Federal government panels	$4,000
Totals	**$78,000**

Rationale for 2024 budget:
This includes budget for all advocacy activities including ongoing activities and activities recommended in the CP5 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. For 2024, there will be no Hill Day. Hill Day funds will be reallocated to hire an external Public Affairs consultant for targeted government relations work.
3. For 2024, all Public Affairs Advisory Committee (PAAC) meetings will be virtual. $600 has been set aside to provide lunch for members as they participate remotely in the meetings.
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 the federal government. This includes, for example, meetings of the Natural Resources Canada Adaptation Panel Plenary held in the spring and fall.

Considerations for the Board:

- Engineers Canada will prioritize ongoing program work and dedicated advocacy efforts to maintain positive relations with the federal government, ensuring our continued role as a trusted advisor on engineering regulation and profession-related matters.
- Allocating sufficient resources to sustain advocacy initiatives and fostering strong relationships with federal policymakers is essential to maintain our influence in shaping policies and regulations.

Monitoring, researching, and advising on engineering and regulation
2024 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	2024
1. Emerging areas (SP1.3)	$14,000
2. Research paper	$7,000
Totals	**$21,000**

Rationale for 2024 budget:

1. This includes costs for translation of an emerging areas paper on Energy Engineering.
2. This includes costs for translation of a regulatory research paper on multi-disciplinary engineering practice.

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.

International mobility of engineering work and practitioners
2024 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	2024
1. International organizations (IEA)	$50,820
2. Foreign credential recognition tools	$24,918
3. Mobility register maintenance	$9,000
Totals	**$84,738**

Rationale for 2024 budget:

1. This includes the costs for three (3) people to attend the annual meeting of the International Engineering Alliance (IEA) in India, as well as the annual membership fees.
2. 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.
3. This represents the annual operating costs for the new mobility register. Maintaining a register is a condition of membership in the IEA's International Professional Engineers' and APEC Engineers' agreements (IPEA and APEC-EA).

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.

Promoting recognition of the value of engineering and sparking interest in the next generation
2024 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	2024
1. Promotion and outreach	$137,500
2. Awards, scholarships, and fellowships	$225,600
3. Reinforce trust and the value of licensure (SP2.2)	$2,706,854
Totals	**$3,069,954**

Rationale for 2024 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, Community of Practice for Regulator Outreach Staff, Engineering Graduates and EIT/MIT Programming) and Joint Thought Leadership (Sustainability in Practice MOOC, Explore Engineering website, Collective Impact Project).
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 update creative assets and strategy based on 2023 results and field the final year of the national marketing campaign under this strategic priority. In addition, engineering graduate outreach continues from its launch in 2023, to be shifted into ongoing operations by the end of the year. Final evaluation of the strategic priority will be conducted.

Considerations for the Board:

- No additional considerations.

Promoting diversity and inclusion in the profession
2024 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	2024
1. Work arising from sub-strategy (SP2.1)	$268,622
2. Ongoing equity, diversity and inclusion (EDI) work	$195,550
Totals	**$464,172**

Rationale for 2024 budget:

1. This budget includes work for SP2.1, including:
    - consulting fees for the research strategy;
    - the 30 by 30 conference; and
    - staff salary for Advisor, Equity and Belonging.

    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), the DiscoverE Persist Series in Canadaand other days of national recognition;
    - 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 EDI work under Core Purpose 9, including:
    - engaging and supporting the Indigenous Advisory Committee with virtual meetings and one in-person meeting in Ottawa in 2024;
    - support for the Decolonization and Indigenization in Engineering Education Network (DIEEN) sessions;
    - sponsorship for the American Indian Science and Engineering Society in Canada (AISES in Canada) Gathering;
    - participation in the Canadian Council for Aboriginal Business (CCAB) Progressive Aboriginal Relations (PAR) Program;
    - travel to key EDI meetings;
    - sponsorship for the Women in Engineering Summit (WES);
    - supporting capacity-building for key engineering organizations focused on increasing representation of equity-deserving groups working towards an engineering profession that

reflects Canadian society (e.g., EngiQueers Canada, Black Engineers of Canada, and Canadian Coalition of Women in Science, Engineering, Trade and Technology (CCWESTT); and
    - data collection, analysis, and production of the National Membership Report.

Considerations for the Board:

- No additional considerations.

Protecting official marks
2024 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	2024
1. Trademark enforcement	$156,000
2. Texts and subscriptions	$7,650
Totals	**$163,650**

Rationale for the 2024 budget:

1. On behalf of all twelve regulators, Engineers Canada actively opposes the misuses of 'engineer' title and its trademarks in Canada. It is difficult to predict the accurate number of potential trademark oppositions in 2024, however, it is noted that the number of active oppositions has been steadily growing in the past three years; and the budget of $156,000 is based on the same and on an estimate for external law firm fees and filing fees with the government. In the event the opposition matters advance to court proceedings, evidence, arguments, and hearings attract larger fees as they require significant amount of time to prepare and present before the court. Currently, there are about 39 active proceedings and six (6) potential hearings that have been identified.
2. This includes the costs to maintain subscriptions to online legal research databases for one (1) user.

Considerations for the Board:

- No additional considerations.

Secretariat services
2024 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	2024
1. Board and committee meetings	$602,266
2. Strategic planning and consultation program	$10,500
3. CEAB meetings	$244,906
4. CEQB meetings	$115,851
5. President's travel	$30,356
6. Engineering Deans Canada (EDC)	$48,303
Totals	**$1,052,182**

Rationale for 2024 budget:

1. This includes costs for: the Board's February, April, 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 formeetings and translation of strategic plan and related materials.
3. This includes the costs for two (2) 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 two (2) face-to-face CEQB meetings.
5. This includes the costs for the Engineers Canada President (and their guest, if attending a Regulator annual meeting) to travel within Canada. Costs for travel to specific events (e.g. the International Engineering Alliance) are included in each items' budget.
6. This includes costs for the CEO (or 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, $48,303 of this cost is a flow-through.

Notes:

- The revised board policy 7.1 *Board, committee and other volunteer expenses* has impacted the cost of secretariat services, specifically the cost for business class airfare travel to Board, CEAB and CEQB meetings. The additional costs are approximately $52,000

Considerations for the Board:

- The CEAB's total 2024 budget is $758,435 versus $758,158 in 2023. Costs for delivery of ongoing accreditation work items are included in the accreditation portfolio detail analysis.
- The CEQB's total 2024 budget is $172,580 versus $276,197 in 2023. 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:
  - $ 6,428 February (winter) meeting (virtual meeting)
  - $ 4,978 April (early spring) meeting (virtual meeting)
  - $ 247,257 May (spring) meeting and AMM
  - $ 120,373 June Board workshop (BC location)
  - $ 120,302 September (fall) meeting
  - $ 6,428 December (late fall) meeting (virtual meeting)

Corporate services: other
2024 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	2024
1. Administration and finance	$421,443
2. Executive expenses including corporate memberships and CEO travel	$77,314
3. Communications	$88,794
4. Facilities and office expenses	$686,233
5. Human resources	$6,557,602
6. Information technology	$151,740
7. Organizational excellence	$64,630
Totals	**$8,047,756**

Rationale for the 2024 budget:

1. This includes expenses such as corporate insurances, audit fees, investment advisor 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, 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 of $609,781, spending on office services and 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, event management software (Pheedloop), planning software (Envisio), evolving our volunteer management program and upholding Engineers Canada's ongoing commitment to excellence.

Considerations for the Board:

- No additional considerations.

BRIEFING NOTE: For information

Canadian Engineering Accreditation Board (CEAB) draft work plan	5.1
Purpose:	To inform the Board of the planning activities of the CEAB in 2024, for final approval in December 2023
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)
Prepared by:	Mya Warken, Manager, Accreditation, and Secretary, CEAB
Presented by:	Pemberton Cyrus, Chair, CEAB

Background

- As mandated by Engineers Canada's purposes, the Canadian Engineering Accreditation Board (CEAB) accredits undergraduate engineering programs (Core purpose 1) and is accountable for parts of the work under Core purpose 7: Managing risks and opportunities associated with mobility of work and practitioners internationally.
- For visibility purposes, a work plan for 2024 has been drafted for review by the Engineers Canada Board.

Status update

- The annual workplan is informed by:
    - Ongoing operational work (accreditation visits)
    - Feedback from EDC, CFES, and other stakeholders
    - Results from the annual Accountability in Accreditation report
    - Changes to the engineering educational and/or accreditation environment
    - Direction from the Engineers Canada Board and the Strategic Plan
- No new major policy work will be undertaken while the strategic priority to "Investigate and Validate the Scope and Purpose of Accreditation" is underway; the Working Group on 30 by 30 will deliver a consultation report with recommendations for future consideration and review of one interpretive statement will conclude early in the New Year.
- Deferring major accreditation policy work eliminates the risk that the policy work may no longer be necessary due to the outcomes of the Strategic Priority. Work focussing on improving documentation and quality within CEAB operations will continue, with a focus on training.

Next steps

- The CEAB discussed the draft at their September 15, 2023 meeting. The CEAB Chair will provide the Board with a verbal update on the outcomes of this discussion.
- The final 2024 CEAB work plan will be presented to the Board, for approval, at their December meeting.

Appendix

- **Appendix 1**: Draft 2024 CEAB work plan

CEAB work plan 2024

Item		
Accreditation decisions	**Visit date**	**Decision date (2024)**
British Columbia Institute of Technology (1 program)	November 5 – 7, 2023	June
University of Calgary (1 new program)	February 4 – 6, 2024	June
Conestoga College (1 program)	February 21– 23, 2024	June
Lakehead University/Georgian College (1 program)	November 19 – 22, 2023	June
McGill University (9 programs)	November 12 – 14, 2023	June
Memorial University (6 programs)	February 25 – 27, 2024	June
Sheridan College (1 new program)	February 4 – 6, 2024	June
Simon Fraser University (2 programs)	March 4 -7, 2024	June
Thompson Rivers University (1 program)	November 5 – 7, 2023	June
University of British Columbia (2 programs)	November 5 – 7, 2023	June
Université du Québec à Trois-Rivières (3 programs)	February 11 – 13, 2024	June
Université du Québec en Outaouais (1 program)	January 28 – 30, 2024	June
Université Laval (1 program)	November 26 – 28, 2023	June
International monitoring	**Participant(s)**	**Date**
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June 9-14 New Delhi, India
Criteria and procedures	**Responsible**	**Due date**
Implement Tandem for accreditation (Engineers Canada's new web-based data management system) for the 2024/2025 visit cycle.	Policies and Procedures Committee CEAB members	Ongoing
Accountability in Accreditation (AinA) • Study and prioritize the findings from the 2023 report • Collect data for the 2024 report	AinA Committee P&P Committee CEAB	Ongoing
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 (P&P) Committee CEAB	February *(continued from 2023)*
Consider final recommendations to close gaps in the *Interpretive statement on curriculum content for options and dual discipline programs*	P&P Committee	February *(continued from 2023)*
Approve outputs from the Working Group on Training Documentation and Resources: CEAB and Visiting Team processes: • 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 P&P Committee CEAB	June *(continued from 2023)*
Study trends in Graduate Attribute and Continual Improvement compliance and findings to identify where the CEAB should intervene on training and development	CEAB	December *(carried over from 2023)*
Review the CEAB's Conflict of Interest policy for visits and make recommendations for improvement.	P&P Committee	December
Study the impact of the CEO Group's decision to no longer appoint General Visitors on visit operations, including ways to maintain a strong relationship with the regulators.	P&P Committee	February

Monitor implementation of the *Temporary Exemption for Students Going on International Exchange*	P&P Committee	Ongoing
2022-2024 Strategic plan	**Responsible**	**Due date**
Monitor and contribute to the SP when/how requested. Focus on the role of engineering licensure in education.	CEAB members	Ongoing

BRIEFING NOTE: For information

Canadian Engineering Qualifications Board (CEQB) draft work plan	5.2
Purpose:	To inform the Board of the planning activities of the CEQB in 2024, for final approval in December 2023
Link to the Strategic Plan/Purposes:	Core purpose 3: Providing services and tools that: enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada
Link to the Corporate Risk Profile:	Governance functions
Prepared by:	Ryan Melsom, Manager, Qualifications, and Secretary, CEQB
Presented by:	Frank Collins, Chair, CEQB

Problem/issue definition

- As mandated by Engineers Canada's purposes, the Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examinations syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
- The purpose of this briefing note is to inform the Engineers Canada Board of the results of the consultation process and proposed 2024 CEQB work plan.

Proposed action/recommendation

- That the work plan be approved at the December meeting.

Other options considered:

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

Risks

- Without having reviewed the work plan, the Engineers Canada Board is unable to monitor the work of the CEQB, resulting in diminished Regulator confidence.

Financial implications

- All work plan items have been considered in the 2024 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 are timely and serve the needs of the Regulators.

Consultation

- The results of the consultations are available in Appendix 1.
  - On May 5, 2023, an email was sent to the CEO Group, as well as the Admissions, Practice, and Discipline & Enforcement Officials Groups to consult on proposed work plan priorities. The officials' groups discussed the package and provided their feedback by survey during virtual meetings in June and July.
  - CEQB proposed two potential new guidelines, and officials ultimately decided that a guideline on the ethical use of new technologies would be of greater benefit, both in terms of public understanding of engineers' responsibilities, and future regulation as new technologies emerge. The other proposed guideline was focused on the fundamentals of consultation and engagement but felt that guidance on this topic was less pressing from a regulatory standpoint.
  - Officials' groups' feedback was considered and the CEQB Executive Committee responded to each comment. These responses were then circulated to the CEO Group for consultation on July 13, 2023. The CEO Group reviewed the proposed work plan and provided their feedback. The CEQB Executive Committee responded to the CEO Group's feedback and circulated a revised version of the work plan to the CEQB members.
  - The CEQB held a meeting on July 19, 2023 and agreed to recommend the revised 2024 work plan priorities for Board approval (Appendix 1).

Next steps

- Feedback from the Board is welcome and will be considered by the CEQB Executive at an upcoming meeting.
- The final work plan will be presented to the Board for approval at their December meeting.

Appendices

- **Appendix 1:** Draft 2024 CEQB work plan

Draft CEQB work plan 2024

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 2023 priorities that will be carried forward in 2024 and propose 2024 priorities based on received feedback from officials' groups, including the CEOG.

A. Priorities carried forward from previous years

Item	Requested by	Work plan	Anticipated completion
Creating a new public guideline on duty to report/wrongdoing	NDEOG	2022	May 2024
Creating a new public guideline on fitness to practice	NPOG & NDEOG	2022	October 2024
Creating a new Engineers Canada paper on emerging disciplines	NAOG, NPOG	2023	October 2025
Review of the 2016 public Guideline on the code of ethics	NPOG	2022	May 2024
Review of the 2014 public Guideline on conflict of interest	NPOG	2022	May 2024
Reviewing the 2016 Public guideline on assuming responsibility for the work of engineers-in-training	NAOG	2023	May 2025

B. Additional 2023 priorities based on consultation results

Item	Requested by	Date of request	Anticipated completion
Creating a new Public guideline on the use of new technologies in engineering	NPOG	2023	October 2026
Review of the 2012 Public guideline on the practice of engineering in Canada	NPOG	2023	May 2025
Review of 2018 Regulators guideline on academic assessment of non-CEAB applicants	NAOG	2023	May 2025

C. Ongoing review of examinations syllabi and associated textbooks

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

D. New review of examinations syllabi and associated textbooks

Item	Anticipated completion
2016 Naval Architectural engineering syllabus	January 2025
2017 Computer engineering syllabus	January 2025
2018 Mining and mineral processing engineering syllabus	January 2025