

1. Opening (10 mins)
<p>1.1 Call to order and approval of agenda – M. Wrinch (pages 1-4) <i>THAT the agenda be approved and the President be authorized to modify the order of discussion.</i></p>
<p>1.2 Declaration of conflict of interest (pages 5-7)</p>
<p>1.3 Review of previous Board meeting – M. Wrinch (pages 8-9)</p> <p>a) Action item list b) Board attendance list</p>
2. Executive reports (60 mins)
<p>2.1 President’s report – M. Wrinch (slides)</p>
<p>2.2 CEO update – P. Rizcallah (slides)</p>
<p>2.3 2022-2024 Strategic Plan reporting – P. Rizcallah (pages 10-26) Q3 Interim Strategic Performance Report to the Board</p>
3. Consent agenda (1 min)
<p>Board members may request that an item be removed from the consent agenda for discussion. <i>THAT consent agenda items 3.1 to 3.3 be approved.</i></p>
<p>3.1 Approval of minutes (pages 27-33) <i>THAT the minutes of the October 10, 2024 Board meeting be approved.</i></p>
<p>3.2 CEAB leadership (pages 34-35) <i>THAT the Board approve the appointment of the CEAB leadership for the period July 1, 2025 to June 30, 2026:</i></p> <ul style="list-style-type: none"> • Julius Pataky as Vice-Chair • Ray Gosine as Chair • Jeff Pieper as Past Chair
<p>3.3 CEQB leadership (pages 36-37) <i>THAT the Board approve the appointment of the CEQB leadership for the period July 1, 2025 to June 30, 2027:</i></p> <ul style="list-style-type: none"> • Amy Hsiao as Vice-Chair • Sam Inchasi as Chair • Frank Collins as Past Chair
4. Board business/required decisions (120 mins)
<p>4.1 Futures of Engineering Accreditation – P. Rizcallah (pages 38-49)</p>
<p>4.2 FAR Committee update – M. Rose (slides)</p>
<p>4.3 2025 budget and 2027 Per Capita Assessment – M. Rose (slides and pages 50-78)</p> <p>1. <i>THAT the Board, on recommendation of the FAR Committee, approve the 2025 budget, including an operational budget of \$11.5 M, and a project budget of \$1.1 M.</i></p> <p>2. <i>THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2027 Per Capita Assessment Fee be set at \$11 per Registrant.</i></p>
<p>4.4 Governance Committee update – S. Larivière-Mantha (slides)</p>

<p>4.5 Board policy updates – S. Larivière-Mantha (pages 79-91) <i>THAT the Board, on recommendation of the Governance Committee approve the following revised Board policies:</i></p> <table border="0"> <tr> <td>i. 1.3, Purposes of Engineers Canada</td> <td>iv. 6.2, Board, committee, and task force chair assessment</td> </tr> <tr> <td>ii. 2, Definitions</td> <td></td> </tr> <tr> <td>iii. 4.7, Monitoring of CEO</td> <td></td> </tr> </table>		i. 1.3, Purposes of Engineers Canada	iv. 6.2, Board, committee, and task force chair assessment	ii. 2, Definitions		iii. 4.7, Monitoring of CEO	
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ii. 2, Definitions							
iii. 4.7, Monitoring of CEO							
<p>4.6 HR Committee update – N. Hill (slides)</p>							
<p>4.7 Appointments to the Governance Review Task Force – N. Hill <i>THAT the Board, on recommendation of the HR Committee, appoint the following individuals to the Governance Review Task Force. (circulated separately)</i></p>							
<p>4.8 Chair assessment – N. Hill (pages 92-97) <i>THAT the Board, on recommendation of the HR Committee, approve the content of the chair assessment survey.</i></p>							
<p>4.9 CEAB update – J. Pieper (slides)</p>							
<p>4.10 CEAB workplan – J. Pieper (pages 98-102) <i>THAT the Board approve the 2025 CEAB work plan</i></p>							
<p>4.11 CEQB update – F. Collins (slides)</p>							
<p>4.12 CEQB workplan – F. Collins (pages 103-106) <i>THAT the Board approve the 2025 CEQB work plan</i></p>							
<p>4.13 Board’s 30 by 30 Champion – T. Joseph (slides)</p>							
<p>5 Next meetings (5 mins)</p>							
<p>Board meetings:</p> <table border="0"> <tr> <td> <ul style="list-style-type: none"> February 28, 2025 (Ottawa, ON) April 2, 2025 (virtual) </td> <td> <ul style="list-style-type: none"> May 23, 2025 (Vancouver, BC) June 16, 2025 (TBC) </td> </tr> </table>		<ul style="list-style-type: none"> February 28, 2025 (Ottawa, ON) April 2, 2025 (virtual) 	<ul style="list-style-type: none"> May 23, 2025 (Vancouver, BC) June 16, 2025 (TBC) 				
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<p>2024-2025 committee and task force meetings:</p> <table border="0"> <tr> <td> <ul style="list-style-type: none"> HR Committee: December 12, 2024 (virtual) FAR Committee: December 13, 2024 (virtual) FAR Committee: February 20, 2025 (virtual) HR Committee: February 28, 2025 (Ottawa) FAR Committee: March 6, 2025 (virtual) </td> <td> <ul style="list-style-type: none"> Governance Committee: March 13, 2025 (virtual) HR Committee: April 2, 2025 (virtual) FAR Committee: May 9, 2025 (virtual) All 2024-2025 committees and task forces: June 16, 2025 (TBC) </td> </tr> </table>		<ul style="list-style-type: none"> HR Committee: December 12, 2024 (virtual) FAR Committee: December 13, 2024 (virtual) FAR Committee: February 20, 2025 (virtual) HR Committee: February 28, 2025 (Ottawa) FAR Committee: March 6, 2025 (virtual) 	<ul style="list-style-type: none"> Governance Committee: March 13, 2025 (virtual) HR Committee: April 2, 2025 (virtual) FAR Committee: May 9, 2025 (virtual) All 2024-2025 committees and task forces: June 16, 2025 (TBC) 				
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<p>6 In-camera sessions (60 mins)</p>							
<p>6.1 Board Directors and Direct Reports <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, Engineers Canada CEO, the chairs of the CEAB and CEQB, and the Secretary.</i></p>							
<p>6.2 Board Directors and CEO <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors and the Engineers Canada CEO.</i></p>							
<p>6.3 Board Directors only <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors.</i></p> <ul style="list-style-type: none"> Meeting evaluation – roundtable discussion. 							
<p>7 Closing (motion not required if all business has been completed)</p>							

Board support document

Meeting norms

Virtual participation:

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

To conduct the meeting with reasonable time and fairness:

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

5. In the virtual environment where meeting participants are not able to demonstrate their agreement by nodding, they are encouraged to use the “Reaction” buttons to identify their informal support of others’ statements. A safe and respectful environment is encouraged at all times.
6. At the opening of the meeting, the meeting chair will announce which individual will be monitoring the show of hands. The chair will try to ensure that anyone with a raised hand has their point addressed.

Board support document

Conflicts of interest

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

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

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

Conflicts of interest exist if a Director’s decision could be, or could appear to be, influenced. *It is not necessary that influence actually takes place.* In cases where Directors are in an actual, perceived, or potential conflict of interest, they are required to disclose the conflicting interest to the Board¹ or, in the case where membership approval is sought, to the members,² as well as abstain from voting.

Handling conflicts of interest

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

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

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

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

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

¹ Section 141(1) and (2) of the CNCA

² Section 141(9)(a) of the CNCA

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

What perceptions could others have?

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

Step 3 – Is the duty to disclose triggered?

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

³ Section 141(1) of the CNCA

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

other Directors fully informed of the real state of affairs (e.g. what your interest is and the extent of the interest).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.

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 24, 2024	Engineers Canada’s Public Affairs Advisory Committee will be asked to consider a statement around policies and support plans for international students, as requested by the CFES.	Staff	None established	In progress -- Discussions on this subject will continue with CFES and other interest holders to determine if an NPS is appropriate.

Last updated: November 25, 2024		Andrew Lockwood	Arian Aramija	Alynn Mullick	Jean-Luc Martel	Jitendra Pathwal	Lisa Doig	Sophie Lavigne	Mantha Christian	Battini	Tim Kirby	Menelika Mekomba	Christopher Dixon	Clyde Cumming	Ann Englian	Nancy Hill	Sudhir Jha	Tim Joseph	Elliot Coles	Marlo Reese	Darlene Spracklin-Reid	Merisa Sterling	Nicolas Turgeon	John Van der Put	Mike Winch	
Board Meetings																										
	June 17, Hybrid (Osoyoos, BC)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
	October 10, (Ottawa, ON)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
4 Seasons training																										
	Ongoing access	✓	✓										✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
CEAB																										
	September 13-14, Moncton, NB								*											✓				✓		
CEQB																										
	September 15-16, Hybrid, Moncton, NB										✓						✓							✓		
FAR Committee																										
	June 17, Hybrid (Osoyoos, BC)			✓		✓			✓		✓								✓			✓				
	August 12, Virtual			✓		✓			✓		✓								✓			*				
	August 22, Virtual			✓		✓			✓		✓								✓							
	October 22, Virtual			✓		✓			✓		✓								✓			✓				
Governance Committee																										
	June 17, Hybrid (Osoyoos, BC)	✓			✓			✓				✓	✓		✓			✓								
	August 27, Virtual	✓			✓			✓				*	*		✓			✓							✓	
	September 18, Virtual	✓			✓			✓				✓	*		✓			✓							✓	
	November 13, Virtual	✓			✓			✓				✓	✓		✓			✓							✓	
HR Committee																										
	May 25, Hybrid (Winnipeg, MB)		✓												✓	✓							✓	✓		
	June 17, Hybrid (Osoyoos, BC)		✓												✓	✓					✓	✓		✓	✓	
	September 5, Virtual		✓												✓	✓					✓	✓		✓	✓	

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

BRIEFING NOTE: For information

Q3 Interim Strategic Performance Report to the Board		2.3
Purpose:	To provide an interim report on progress against the 2022-2024 Strategic Plan	
Link to the Strategic Plan / Purposes:	Board responsibility: Provides ongoing strategic direction for Engineers Canada by monitoring implementation of the strategic plan	
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:	Philip Rizcallah, 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 endorsed by the Governance Committee in March 2021.
- The performance measures were approved by the Board at its June 2021 strategic workshop.
- This interim strategic performance report covers Q3 of 2024 (July 1 – September 30, 2024).
- The report focuses on the achievement of objectives set in the 2022-2024 Strategic Plan.

Status update

- This quarter, the CEO Group confirmed that the recognition of continuing professional development across jurisdictions is the first area of collaboration undertaken as part of SP1.2, Strengthen collaboration and harmonization.
- As of this quarter, we will start providing the Board with updates on completed projects that support regulatory collaboration and harmonization. Given how much of Engineers Canada’s work support this goal, only completed projects will be included.
- With the achievement of Excellence Canada’s Platinum level certification, SP3.1, Uphold our commitment to excellence is completed.
- All other Strategic Priorities are on target to be completed in 2024.

Next steps

- The final update on the 2022-2024 strategic plan will be provided to the Board in February 2025.
- The Board will receive an evaluation of the work under the 2022-2024 strategic plan in May 2025.
- Reporting for the 2025-2029 strategic plan will start in May 2025.




Appendix

- **Appendix 1:** 2024-Q3 Interim strategic performance report

Interim Strategic Performance Report: Q3-2024

This strategic reporting template was 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
2024 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												

2024 quarterly reporting	Q1	Q2	Q3
1. Develop a benchmark of the accreditation system report	<ul style="list-style-type: none"> Completed in 2022. Reports are available on the futures of engineering accreditation website. 		
2. Develop a state of education research report	<ul style="list-style-type: none"> Completed in 2022. Reports are available on the futures of engineering accreditation website. 		
3. Develop an academic requirement for licensure	<ul style="list-style-type: none"> The Academic Requirement Task Force produced and submitted a report to the Futures of Engineering Accreditation (FEA) Steering Committee, which recommends the development of a Full-Spectrum Competency Profile (FSCP) encompassing 34 competencies divided into eight domains and designed to span the entirety of an engineer's career journey, from undergraduate studies to the practice of engineering. A subset of the FSCP competencies are recommended to form the National Academic Requirement for Licensure which are intended to be acquired through an engineer's academic training and determined by 	<ul style="list-style-type: none"> Completed in the Q2 of 2024. 	

	<p>the point of graduation, serving as foundational skills necessary for advancement from undergraduate studies to the practice of engineering.</p> <ul style="list-style-type: none"> • The report also identifies gaps between the current and the desired state, as well as potential solutions to close them. • This content served as the foundation for the April Path Forward Co-Design session. Additional gaps and recommendations were identified and short, medium, and long-term actions for implementation were explored. 	
<p>4. Develop a foundational statement about the purpose of accreditation</p>	<ul style="list-style-type: none"> • The Purpose of Accreditation Task Force published a report, which recommends a revised purpose of accreditation: “Accreditation provides assurance that an engineering program is designed and delivered such that its graduates meet the [academic requirement]¹ to be licensed as professional engineers in Canada.” The report also identifies gaps between the current and the desired state, as well as potential solutions to close them. • This content served as the foundation for the April Path Forward Co-Design session. Additional gaps and recommendations were identified and short, medium, and long-term actions for implementation were explored. 	<ul style="list-style-type: none"> • Completed in the Q2 of 2024.


¹ The term “[academic requirement]” is a placeholder for the name of the specific academic conditions determined by the FEA’s Academic Requirement Task Force. Once the academic requirement for licensure is clearly defined, it is expected to be consistent with the expectations of applicants who do not hold a degree accredited by the CEAB.

<p>5. Set a path forward</p>	<ul style="list-style-type: none"> • The Path Forward Co-Design session took place on April 17-18. Participants included Steering Committee members, Regulator Advisory Group, the CEAB and CEQB Executive Committees, and EDC members (or designates) who have served or are serving on FEA Task Forces. • The purpose of this session was to leverage the two reports above to evaluate the implications of the recommended: <ul style="list-style-type: none"> ○ Purpose of accreditation ○ National academic requirement for licensure. • Participants explored potential changes, identified key gaps, and recommended priorities for the Steering Committee to address in the Path Forward report. 	<ul style="list-style-type: none"> • External writing resource secured and actively worked on Path Forward Report with the Steering Committee. • An in-depth project update was delivered at the May Board meeting and a workshop was held with the CEAB on June 2. • June touch-base with Regulator Advisory Group (RAG) were fruitful. • Project updates for the CEAB and Officials Groups were scheduled. • Fall share-outs with Regulators are being scheduled. 	<ul style="list-style-type: none"> • Path Forward Report delivered to Engineers Canada CEO • Held six Regulator sessions (4 English and 2 French), with 90 participants registered. • Held an Engineers Canada Board workshop with Directors, Presidents and CEOs. • Held one session with CEAB, CEQB and NAOG.
<p>Summary of strategic priority</p>			
<p>What we will do</p>	<p>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.</p>		
<p>What does success look like?</p>	<ul style="list-style-type: none"> A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally B. All stakeholders have visibility of the current and future realities of engineering education C. Regulators have an academic requirement for licensure, applicable to all D. All stakeholders understand the purpose of accreditation E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure 		


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

2024 quarterly reporting	Q1	Q2	Q3
1. Collaborate with Regulator staff to identify barriers and opportunities	<ul style="list-style-type: none"> Completed in 2022 		
2. Develop a national statement of collaboration with all jurisdictions	<ul style="list-style-type: none"> Statement was approved by the Engineers Canada Board in Q2 and was on track to be approved by Members in May. 	<ul style="list-style-type: none"> Statement was signed by the Members in May 2024. 	<ul style="list-style-type: none"> Completed in Q2 2024.
3. Identify specific areas of harmonization for collaboration	<ul style="list-style-type: none"> Areas were identified in 2023. Work was underway to complete the implementation of the first area. The 2025-2029 Strategic Plan includes future areas of regulatory collaboration. 	<ul style="list-style-type: none"> Actively working on continuing professional development (CPD) as a new regulatory area through the development of a Memorandum of Understanding (MOU) (In addition to the ongoing advancement of several other ongoing projects and initiatives that are considered examples of collaboration and/or harmonization). In 2025, we will work with Regulators to implement a process to select future areas of collaboration. 	<ul style="list-style-type: none"> Work underway to identify future areas of collaboration. Ongoing national collaboration projects include the development of: <ul style="list-style-type: none"> National academic requirement for licensure Regulatory research paper on machine learning and data science We also continue to work on tools that facilitate mobility: <ul style="list-style-type: none"> National Membership Database, Competency-Based Assessment Discipline & Enforcement Library

			<ul style="list-style-type: none"> We also continue to support the Officials Groups and share information on regulatory issues
Summary of strategic priority			
What we will do	<p>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.</p>		
What does success look like?	<ul style="list-style-type: none"> A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization B. Regulators benefit from collaboration and resource sharing, supporting improved practices 		


SP1.3, Support the regulation of emerging areas											
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											

2024 quarterly reporting	Q1	Q2	Q3
1. Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public	<ul style="list-style-type: none"> An RFP was drafted to hire a contractor to write a Research paper on Machine Learning and Data Science and its ties to engineering. An advisory group has been created to inform the content. The final paper is expected to be completed by the end of 2024. 	<ul style="list-style-type: none"> Consultations took place 	<ul style="list-style-type: none"> The general direction for the new Regulatory research paper on machine learning and data science has been completed. Consultation on the draft paper is scheduled for Q4 of 2024.
2. Continue to work with the federal government to promote the role of engineers in emerging areas	<ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. 	<ul style="list-style-type: none"> No work, as planned. 	<ul style="list-style-type: none"> Work is underway to draft a new national position statement (NPS) on Professional Practice in Energy Engineering. Regulator consultation on this new NPS is scheduled for Q4 of 2024.
Summary of strategic priority			
What we will do	Technological advances move much faster than legislative change and engineers who work in emerging areas of practice may not fully understand or consider the long-term professional and ethical impacts and obligations. We will provide information to Regulators on the long-term impacts of engineering practice in emerging areas and a framework for the evaluation of professional and ethical obligations. This will enable Regulators to educate license holders in these emerging areas of practice and to regulate more effectively.		
What does success look like?	<p>A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice</p> <p>B. The federal government is made aware of the importance of the work of engineers in emerging areas</p>		

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

2024 quarterly reporting	Q1	Q2	Q3
1. National research strategy	<ul style="list-style-type: none"> Findings and recommendations from the strategy were presented at the national 30 by 30 conference in Q2. 	<ul style="list-style-type: none"> Findings and recommendations from the strategy were presented at the national 30 by 30 conference in Q2. Attended and presented key findings related to 30 by 30 initiative at the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT) conference. 	<ul style="list-style-type: none"> Completed in Q3 of 2024.
2. Facilitate collaboration and information exchange for Regulators	<ul style="list-style-type: none"> Monthly 30 by 30 newsletter distributed to Champions and engineering interest holders. Provided updates to the Regulators on Engineers Canada's research and initiatives (i.e. QB Guideline, EDI training for regulators) Sponsored the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT) summit. 	<ul style="list-style-type: none"> Organized meetings with our 30 by 30 Champions to help inform the direction and their involvement in the 30 by 30 annual conference. 	<ul style="list-style-type: none"> Distributed the monthly 30 by 30 newsletter to Champions and engineering interest holders. Distributed resources to support gender equity in engineering and update on direction of 30 by 30 as part of gender equity week.

3. 30 by 30 annual national conference	<ul style="list-style-type: none"> Registration for the 2024 conference opened and over \$92K in sponsorship has been secured. 	<ul style="list-style-type: none"> Conference was held and was successful. 	<ul style="list-style-type: none"> This workstream is complete. We've started planning the 2025 conference.
4. Reporting on national and regional metrics	<ul style="list-style-type: none"> Survey has been distributed to Regulators and data has been received. 	<ul style="list-style-type: none"> Data has been received. 	<ul style="list-style-type: none"> Data is being analyzed and pulled into a report that will be distributed on November 1st 2024.
5. Engaging employers	<ul style="list-style-type: none"> Worked with the Employer Task Force to draft criteria for the establishment of an employer champion program. 	<ul style="list-style-type: none"> Employer task force was struck with representation from engineering employers from across Canada. They will <ul style="list-style-type: none"> Identify what it means to be a 30 by 30 employer champion. Establish draft criteria that was incorporated into the employer breakout session at the conference. 	<ul style="list-style-type: none"> Drafted national baseline to anchor the champion program. Met with content expert and one of the developers of the Global Diversity Equity & Inclusion international benchmark to validate direction and scope of champion program.
6. National resources	<ul style="list-style-type: none"> We finalized research on women in leadership within engineering and started to review gaps based on needs identified by the 30 by 30 champion network. 	<ul style="list-style-type: none"> 30 by 30 network and Outreach and Engagement Working group were consulted to identify gaps in knowledge to address concerns related to women's advancement and EIT programs. Based on this information, two reports were produced that will be distributed in Q3. 	<ul style="list-style-type: none"> Completed in Q3 of 2024. We decided to not distribute the Women in Leadership and Pathways to Engineering report this year and will distribute next year.
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 D. Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons		

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

2024 quarterly reporting	Q1	Q2	Q3
1. Marketing campaign	<ul style="list-style-type: none"> Campaign plan was approved, and production on updates to the Building Tomorrows creative was underway. Spring flight was planned for launch in Q2. 	<ul style="list-style-type: none"> Spring flight of the Building Tomorrows campaign was completed. Initial results showed performance matching or exceeding benchmarks. 	<ul style="list-style-type: none"> Fall flight of the Building Tomorrows campaign is underway, running for seven weeks. Beginning process to evaluate overall campaign success and prepare final report.
2. Value of licensure messaging	<ul style="list-style-type: none"> Tools continue to be available. Check-in with advisory group on usage was postponed until Q2 to ensure advisory group could focus on the marketing campaign development and launch of Pathway to Engineering. 	<ul style="list-style-type: none"> Tools continued to be available, and a check-in with group corresponded with the release and discussion of Building Tomorrows spring flight reporting. 	<ul style="list-style-type: none"> Tools continue to be available with final review aligned with project wrap up activities.
3. Engineering graduate and EIT outreach programming	<ul style="list-style-type: none"> Pathway to Engineering was launched and the first webinar held. Focus in Q2 will be on growing engagement and establishing the years' editorial and creative calendar. 	<ul style="list-style-type: none"> Pathway to Engineering editorial calendar development to carry into 2025 was underway and paid promotional campaign in development for September launch. 	<ul style="list-style-type: none"> Pathway to Engineering continues to grow, with a webinar to be offered in October and ongoing guests posts actively being solicited. Beginning process of transferring into next strategic plan cycle.
4. Foundational research	<ul style="list-style-type: none"> No work this quarter, as planned. 		<ul style="list-style-type: none"> Final project evaluation and reporting being designed in alignment with reporting for the Building Tomorrows campaign, currently in the fall flight.

Summary of strategic priority		
What we will do	We will bridge this gap by creating and promoting a consistent, national message that will showcase the diversity of the profession, the breadth of engineering in both traditional and new disciplines, and the value of engineering licensure to the public, engineering graduates, EITs, and employers.	
What does success look like?	A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession B. Engineering graduates and EITs recognize value in licensure C. Regulators have a valuable national messaging framework and marketing support tools	

SP3.1, Uphold our commitment to excellence											
Status: >>>>											
Planned activities (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											

2024 quarterly reporting	Q1	Q2	Q3
1. Sustain an excellence culture	<ul style="list-style-type: none"> Orientation sessions and the submission for our Excellence Canada certification were completed. 	Completed in Q2 2024. Certification was obtained.	
2. Identify and Implement continual improvements	<ul style="list-style-type: none"> All continual improvement items are incorporated in operational work. 	<ul style="list-style-type: none"> Completed in Q2 2024. Certification was obtained. 	
3. Confirm measurements and sustainability	<ul style="list-style-type: none"> An internal self assessment was completed as well as a review by an Excellence Canada staff member to confirm readiness to apply. 	<ul style="list-style-type: none"> Completed in Q2 2024. Certification was obtained. 	
4. Achieve Platinum level certification from Excellence Canada	<ul style="list-style-type: none"> Application completed and verification planned for Q2. 	<ul style="list-style-type: none"> Completed in Q2 2024. Certification was obtained. 	

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, 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?	<ul style="list-style-type: none"> A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health C. Engineers Canada benefits from sustainment of a high level of performance

Summary - How will we measure success in 2024?

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

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

Strategic priority	What does success look like	How will we measure success in 2024?
		A6. We held 3 to 4 annual meeting with Regulators
	B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers	B1. Reporting on national and regional metrics: <ul style="list-style-type: none"> • 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

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

MINUTES OF THE 229th ENGINEERS CANADA BOARD MEETING

October 10, 2024, 8:30am-5:00pm (ET)

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

The following Directors were in attendance:	
M. Wrinch, Chair, Engineers & Geoscientists BC J. Van der Put, President-Elect, APEGA N. Hill, Past President, PEO A. Arenja, PEO C. Bellini, PEO (Virtual) E. Coles, Engineers PEI C. Cumming, Engineers Nova Scotia C. Dixon, Engineers Yukon L. Doig, APEGA A. English, Engineers & Geoscientists BC S. Jha, NAPEG (Virtual) T. Joseph, APEGA	T. Kirkby, PEO S. Larivière-Mantha, OIQ A. Lockwood, APEGS J. Martel, OIQ M. Mekomba, OIQ A. Mullick, APEGA J. Paliwal, EGMB M. Rose, APEGNB D. Spracklin-Reid, PEGNL M. Sterling, PEO N. Turgeon, OIQ
The following Directors sent regrets:	
The following CEO Group Advisor was in attendance:	
P. Mann, Chair, CEO Group	
The following Direct Reports to the Board were in attendance:	
F. Collins, Chair, CEQB J. Pieper, Chair, CEAB	P. Rizcallah, CEO L. Go, General Counsel and Corporate Secretary
The following observers were in attendance:	
Dan Abrahams, Vice-President, PEO Shawn Amberman, Vice-President, APEGNB David Amorim, Vice-President, EGMB Kathryn Atamanchuk, President, Engineers Geoscientists MB Lia Daborn, CEO, APEGNB Adam Donaldson, President, Engineers Nova Scotia Derek Follett, Chair-Elect, PEGNL Jamie Grasley, VPE, CFES Michael Gregoire, CEO, Engineers Geoscientists MB Paul Guy, President, NAPEG Stormy Holmes, Executive Director & Registrar, APEGS Jim Landrigan, Engineers PEI, Executive Director / Registrar	Marianne LeBlanc, President, Engineers PEI Adam Mackenzie, President, Engineers PEI Michelle Mahovlich, President, Engineers Geoscientists BC Erin Moss Tressel, President, APEGS Jay Nagendran, CEO, APEGA Jennifer Quaglietta, CEO, PEO Sarah Sternbergh, President, Engineers Yukon Adam Wallace, Vice-President, Engineers Yukon Mary Wells, Chair, EDC Gregory Wowchuk, President, PEO Heidi Yang, CEO, Engineers & Geoscientists BC Holly Young, President, APEGNB
The following staff were in attendance:	
Joan Bard Miller, Manager, Governance, Board Services Kim Bouffard, Manager, Belonging and Engagement Juliet Chou, Governance Coordinator Nathan Durham, Manager, Public Affairs and Government Relations Isabelle Flamand, Specialist, Qualifications Derek Menard, CFO Rosie Gauthier, Planning, Event, and Change Practitioner Brent Gibson, Manager, Communications Elise Guest, Assistant Manager, Accreditation Trina Hubley, Vice-President, Regulatory Affairs Roselyne Lampron, Accreditation Program Advisor Marlene McCourt, Senior Financial Officer	Jacqueline Miller, Manager, Member Services Ryan Melsom, Secretary, CEQB Melanie Ouellette, Manager, Strategic and Operational Planning Alison Peverley, Coordinator, Qualifications Nicole Proulx, Director, Human Resources Kyle Smith, Manager, Regulatory Research and International Mobility Heidi Theelen, Director, Strategic Planning and Organizational Excellence Jeanette Southwood, VP, Corporate Affairs & Strategic Partnerships Mya Warken, Secretary, CEAB

1. Opening

1.1 Call to order and approval of agenda

M. Wrinch, President, Engineers Canada, called the meeting to order at 8:30am ET. Participants were welcomed and the land was acknowledged.

Motion 2024-10-1D

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.

M. Wrinch shared a diversity moment, focussed on September 30 as the National Day for Truth and Reconciliation.

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 is one action in progress.

b) Board attendance list

The attendance list as of September 26, 2024, was pre-circulated.

2. Executive reports

2.1 President's report

M. Wrinch updated the Board on his Engineers Canada-related activities since the previous Board meeting, which included:

- traveling to or pre-recording messages for Regulator AGMs,
- welcoming Engineers Canada's new CEO to the organization, and
- learning about the recommendations included in the Futures of Engineering Accreditation (FEA) *Path Forward Report*.

2.2 CEO update

P. Rizcallah provided the Board with highlights of work undertaken since the June 2024 Board meeting to fulfill the 2022-2024 Strategic Plan and support Engineers Canada's core purposes.

2.3 2022-2024 Strategic Plan reporting

a) Q2 Interim strategic performance report

M. Oullette, Manager, Strategic and Operational Planning, referred the Board to the Q2 interim strategic performance report that had been pre-circulated. As noted in the report, all priorities are on track to be completed by the end of the strategic plan in December.

It was noted that at its May meeting the Board will receive a report evaluating the current strategic plan which will capture lessons learned.

b) SP 1.3 Support regulation of emerging areas

T. Hubley, Vice President, Regulatory Affairs, and K. Smith, Manager, Regulatory Research and International Mobility, provided an update on the progress of Strategic priority 1.3: Support regulation of emerging areas. Presentation slides were pre-circulated.

The Board asked follow-up questions about the development of National Position Statements, intersections with the CEQB's work and the priority's budget, all of which were answered by staff.

2.4 CEO Group report

P. Mann, CEO Group Advisor to the Board, reported on the CEO Group's meeting held on October 8-9, 2024.

Discussion ensued on the mutual recognition agreement between the UK and US, timing around national collaboration of CPD, and Regulator readiness to move forward on the FEA recommendations.

2.5 Presidents Group report

S. Sternbergh, President, Engineers Yukon, reported on the President Group's meeting held on October 9, 2024. The President's Group requested that the Engineers Canada Board include a standing agenda item for Harmonization and Collaboration going forward and that Engineers Canada provide IT support to maintain connectivity for discussions between presidents.

Clarifying questions were asked and answered.

3. Consent agenda

3.1 Approval of minutes

- a) THAT the minutes of the May 17, 2024 Board meeting be approved.
- b) THAT the minutes of the May 24, 2024 Board meeting be approved.
- c) THAT the minutes of the June 17, 2024 Board meeting be approved.

3.2 Approval of committee work plans

- a) THAT the Board approve the 2024-2025 Finance, Audit, and Risk Committee work plan.
- b) THAT the Board approve the 2024-2025 Governance Committee work plan.
- c) THAT the Board approve the 2024-2025 Human Resources Committee work plan.

3.3 CEAB and CEQB volunteer recruitment and succession plan

- a) THAT the Board approve the 2025-2026 CEAB volunteer recruitment and succession plan.
- b) THAT the Board approve the 2025-2026 CEQB volunteer recruitment and succession plan.

3.4 National Position Statements

THAT the following new National Position Statement be approved:

- a) Artificial Intelligence Engineering Technology in Autonomous and Connected Vehicles
- b) Regulation of Coastal, Ocean and Related Subsurface Engineering

- c) The Role of Engineers in Protecting and Advancing the Public Interest (Demand-Side Legislation)
- d) Labour Mobility in Canada (National and International Labour Mobility)

3.5 Legislative compliance certificate

3.6 Annual advocacy report

Motion 2024-10-2D

Moved and seconded

THAT consent agenda items 3.1 to 3.6 be approved.

Carried

4. Board business / required decisions

4.1 FAR Committee

M. Rose, Finance, Audit and Risk (FAR) Committee Chair, provided an update on FAR Committee activities. It was encouraged that the Governance Committee review Board policy related to guest allowances for in-person Board meetings.

4.2 Draft budget

M. Rose, presented for information and discussion the 2025 draft budget which had been pre-circulated.

Questions were asked about the proposed budget and associated risks and a discussion ensued.

The FAR Committee will review the final budget on October 22, 2024.

4.3 Governance Committee

S. Larivière-Mantha, Governance Committee Chair, provided an update on Governance Committee activities.

4.4 Governance review task force terms of reference

S. Larivière-Mantha presented for approval the pre-circulated Governance Review Task Force terms of reference (TOR), which would oversee the governance review as part of its mandate under the Engineers Canada's 2025-2029 Strategic Plan.

It was suggested and agreed that it should be clarified that members of the task force owe a duty of impartiality to Engineers Canada, representing the collective interests.

Motion 2024-10-3D

Moved and seconded

THAT the Board, on recommendation of the Governance Committee, approve the governance review task force terms of reference, as amended.

Defeated

Motion 2024-10-4D

Moved and seconded

THAT the Board, on recommendation of the Governance Committee, approve the governance review task force terms of reference.

Carried

Upon the decision not to amend the TOR, the CEO Group advisor to the Board suggested that Engineers Canada's president communicate the role of the selected CEO Group member to their respective Regulator president.

4.5 Board policy updates

S. Larivière-Mantha presented for the Board's consideration revisions to one (1) Board policy and the recommendation to rescind two policies. Accompanying rationales were pre-circulated to the Board.

Clarifying questions were asked and answered.

Motion 2024-10-5D

Moved and seconded

THAT the Board, on recommendation of the Governance Committee:

- a) approve revised Board policy 7.7, Investments***
- b) rescind the following Board policies:***
 - i. 6.14, Collaboration Task Force terms of reference***
 - ii. 6.15, Strategic Planning Task Force terms of reference***

Carried

4.6 Human Resources (HR) Committee

N. Hill, HR Committee Chair, provided an update on HR Committee activities using the pre-circulated slides.

4.7 CEAB

J. Pieper, CEAB Chair, provided an update on CEAB activities, using on the pre-circulated slides, and presented the proposed 2025 work plan that would be considered for approval in December.

The Board sought to better understand how the CEAB's work plan intersects with the FEA's recommendations and confirm that resources were in place to deliver the plan. Further details were requested to inform the Board's decision in December.

Furthermore, J. Pieper, sought the Board's direction on the next steps for incorporating the goals of the 30 by 30 initiative into accreditation.

The Board recognized the importance of the issue and noted work completed to date, feedback from interest holders, and identified risks. The Board also noted potential intersection with FEA's recommendations and the 2025-2029 strategic plan.

4.8 CEQB

F. Collins, CEQB Chair, provided an update on behalf of the CEQB and presented the proposed 2025 work plan that would be considered for approval in December. Both items were pre-circulated.

Board discussion centred on further understanding the CEQB's work to develop guidance on the national definition of engineering practice, meet the 50-30 Challenge, and understand the impacts of Futures of Engineering Accreditation (SP1.1) for non-CEAB applications.

4.9 CEQB products

F. Collins and R. Melsom, Secretary, CEQB, presented three CEQB products that had been pre-circulated for Board approval.

Follow-up questions were asked and answered.

Motion 2024-10-6D

Moved and seconded

THAT the Board, on recommendation of the CEQB, approve the following products, as amended:

- a) Revised Guideline on assuming responsibility for the work of engineers-in-training**
- b) Revised Public guideline on good character**
- c) New Regulators Guideline on fitness to practice**

Carried

4.10 Board's 30 by 30 Champion

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

5. Next meetings

The next Board meetings are scheduled as follows:

- December 9, 2024 (virtual)
- February 28, 2025 (Ottawa, ON)
- April 2, 2025 (virtual)
- May 23, 2025 (Vancouver, BC)
- June 16, 2025 (TBC)

6. In-camera sessions

6.1 Board Directors and Direct Reports

Motion 2024-10-7D

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, Engineers Canada CEO, the chairs of the CEAB and CEQB, and the Secretary.

Carried

6.2 Board Directors and CEO

Motion 2024-10-8D

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.

Carried

6.3 Board Directors only

Motion 2024-10-9D

Moved and seconded

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

Carried

7. Closing

With no further business to address, the meeting closed at 4:20pm ET.

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

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

Light Go, General Counsel and Corporate Secretary

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) leadership		3.2
Purpose:	To appoint the Vice-Chair, Chair, and Past Chair of the CEAB for the period July 1, 2025 to June 30, 2026	
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<p><i>THAT the Board approve the appointment of the CEAB leadership for the period July 1, 2025 to June 30, 2026:</i></p> <p><i>a) Julius Pataky as Vice-Chair</i></p> <p><i>b) Ray Gosine as Chair</i></p> <p><i>c) Jeff Pieper as Past Chair</i></p>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation, and Secretary, CEAB	
Presented by:	Lisa Doig, Director Appointee, CEAB	

Problem/issue definition

- As per Board Policy 6.9, *Canadian Engineering Accreditation Board (CEAB)*, subsection 6.9.4(2) “Following completion of their terms, the Vice-Chair becomes the Chair and the Chair becomes Past Chair, subject to the approval of the Engineers Canada Board.”
- The term for each of these positions is one year.
- Nominations and elections were carried out in accordance with policy 6.9.
- Regulator support was previously received from PEGNL for Ray Gosine’s nomination, and from APEGA for Jeff Pieper’s nomination. EGBC’s support for Julius Pataky’s nomination was received by email prior to his election by CEAB members as CEAB Vice-Chair in August 2024.

Proposed action/recommendation

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

Other options considered

- None.

Risks

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

Financial implications

- There are no financial implications associated with the appointments.

Benefits

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

Consultation

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

Next steps (if motion approved)

- The chair of the Nominating Committee, Director appointee Lisa Doig, will advise the individuals of their appointments.

Appendix

- None.

BRIEFING NOTE: For decision

Canadian Engineering Qualifications Board (CEQB) leadership		3.3
Purpose:	To appoint the Vice-Chair, Chair, and Past Chair of the CEQB for the period July 1, 2025 to June 30, 2027	
Link to the Strategic Plan/Purposes:	Core purpose 3: Providing services and tools	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<p><i>THAT the Board approve the appointment of the Qualifications Board leadership for the period July 1, 2025 to June 30, 2027:</i></p> <p><i>a) Amy Hsiao as Vice-Chair;</i></p> <p><i>b) Sam Inchasi as Chair; and,</i></p> <p><i>c) Frank Collins as Past Chair</i></p>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications and Secretary, CEQB	
Presented by:	Tim Kirkby, Senior Director Appointee, CEQB	

Problem/issue definition

- As per Board policy 6.10, *Canadian Engineering Qualifications Board (CEQB), subsection 6.10.4(2)*, “Following completion of their terms, the Vice-Chair becomes the Chair and the Chair becomes Past Chair, subject to the approval of the Engineers Canada Board.”
- The term for each of these positions is two years.
- Nominations and elections were carried out in accordance with policy 6.10, with Regulator support provided by EPEI, PEO, and APEGNB respectively for Amy Hsiao’s, Sam Inchasi’s, and Frank Collins’ nominations as per subsection 6.10.4(4))

Proposed action/recommendation

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

Other options considered

- None.

Risks

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

Financial implications

- There are no financial implications associated with the appointments.

Benefits

- The CEQB will benefit from having a sustained high-level of knowledge and experience in their leadership.

Consultation

- Regulator support was received for all four (4) nominees.

Next steps (if motion approved)

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

Appendix

- None.

BRIEFING NOTE: For discussion

Futures of Engineering Accreditation		4.1
Purpose:	To consider the next steps for the Futures of Engineering Accreditation Path Forward Report.	
Link to the Strategic Plan / Purposes:	Strategic Priority 1.1: Investigate and validate the purpose and scope of accreditation Strategic Direction: Realizing accreditation and academic assessments Core purpose 1: Accrediting undergraduate engineering 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	
Link to Corporate Risk Profile:	Decline in the value of accreditation (Board risk)	
Transparency:	Open session	
Prepared by:	Trina Hubley, Vice President, Regulatory Affairs Mya Warken, Manager, Accreditation and CEAB Secretary Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Philip Rizcallah, CEO	

Problem/issue definition

- The Futures of Engineering Accreditation (FEA) project has put forward 18 recommendations for the Board's consideration in the [Path Forward Report](#).
- The Board is charged with determining a course of action considering these recommendations.

Background

- As part of the 2022-2024 Strategic Plan, Engineers Canada undertook a project referred to as the [Futures of Engineering Accreditation](#) (FEA) project to investigate and validate the purpose and scope of accreditation. The work consisted of:
 - Benchmarking the Canadian engineering accreditation system against Canadian and international accreditation system comparators;
 - Researching current and emerging practices in engineering education;
 - Re-examining the purpose of accreditation in the context of the overall licensure system; and
 - Engaging Regulators and other interest holders to understand if there is a desire to adopt a new, national academic requirement for licensure as well as an updated purpose of accreditation.
- Project reports can be found on the Futures of Engineering Accreditation project [website](#).
- The project's final document, the [Path Forward Report](#), was presented to the Engineers Canada Board and Regulator CEOs and Presidents during a workshop on October 9, 2024.
- The Path Forward Report presents to the Engineers Canada Board a case for change gathered from research and engagement with interest holders. The report proposes shifts to the accreditation

system aimed at addressing opportunities identified throughout these engagements. In so doing, the Path Forward Report sets a foundation for the 2025-2029 Strategic Plan direction, [Realizing accreditation and academic assessments](#).

- A glossary of terms is included on page 68 of [the Report](#).

Proposed action/recommendation

1. The Board requests that the Governance Review Task Force study the separation of the CEAB's policy-making functions from operational activities, per the Report's recommendation #15.
2. The CEO initiates a pilot study in accordance with the attached Full Spectrum Competency Profile Pilot Study Terms of Reference, as refined from Report's recommendation #12, and its pilot approach.
3. Staff to design and deliver a series of virtual information sessions to build knowledge about the implications of the Report's recommendations on the current accreditation system.

Consultation

- The proposed actions were discussed by Engineers Canada's President, President-Elect, Past President and CEO; and informed by reception to the Path Forward Report at the October workshop and Board meeting.

Benefits

- The proposed actions support informed decision making while advancing the Realizing accreditation and academic assessments strategic direction.

Risks

- Delaying decisions about each recommendation at this time comes with some risk that momentum on the work done to date will be lost; however, this is outweighed by the need to give time for the Board to thoroughly consider next steps.

Financial implications

- The estimated budget for the work has been included in the proposed 2025 budget.

Next steps

- The Board will be kept apprised of progress against the agreed upon actions and will be asked to make decisions about the balance of the Report's recommendations, as appropriate.

Appendices

- **Appendix 1:** Full Spectrum Competency Profile Pilot Study Working Group Terms of Reference
- **Appendix 2:** Pilot study approach

Terms of Reference - Full Spectrum Competency Profile Pilot Study Working Group

Mandate

The mandate of the Full Spectrum Competency Profile (FSCP) Pilot Study Working Group will be to complete a pilot study examining a subset of the competencies from the proposed FSCP, including some from the National Academic Requirement for Licensure (NARL).

For context, a pilot is a small-scale, short- to medium-term study that helps an organization learn how a large-scale solution might work in practice. It is an opportunity to test the design, functionality, and feasibility of a solution before committing significant resources to a full-scale implementation. The results of a pilot study are used to identify any adjustments needed to improve efficiency and feasibility at full-scale implementation. It's a crucial step to ensure the success of the larger, full-scale solution.

The Working Group will be tasked with fulfilling the scope of Phase 1 of the pilot. Learnings from this Phase 1 of the FSCP pilot will inform and guide Phase 2 of the FSCP pilot study, which will focus on completing and validating the full FCSP and NARL.

Purpose and Guiding Principles

The purpose of Phase 1 of the pilot study will be to:

- Understand the effort required to define FSCP competencies,
- Explore appropriate process(es) to assess the FSCP competencies, and
- Document learnings and recommendations for future full-scale piloting of the NARL and FSCP.

The Working Group will follow the same collaborative design (co-design) guiding principles used for the Futures of Engineering Accreditation (FEA) project as outlined in the Path Forward Report.

Working Group Scope

1. **Identify** a subset of competencies from the proposed FSCP to be further defined and piloted. Competencies shall be selected across the core competency domains, and at least one of the identified competencies should fall outside of the sixteen competencies proposed within the NARL. It is suggested that the working group make use of tools such as

a Job-Task Analysis Approach to select competencies that are highly relevant to all professional engineers (i.e. – they are both used frequently and are critical to safe practice). Document and report the rationale used in selecting the competencies.

2. **Define** the identified competencies such that they can be assessed in a fair and defensible manner and in a way that meets the needs of the engineering practice in Canada, as proposed by the FSCP. Each identified competency will need to be defined such that it can be assessed according to Miller’s Pyramid of Assessing Competence, per Figure 1:



Figure 1: Miller’s Pyramid of Assessing Competence¹

The following steps will be used in defining each identified competency:

- First, develop a **competency statement** that provides a wholesome description of the area of competence (for example, what is meant by ‘math’?).
- Next, develop a **description** of what it means to be competent in the area (what does it mean to be competent in ‘math’?).
- Thirdly, develop a list of **indicators**: discrete, observable outcomes of actions that demonstrate competence (how will an individual demonstrate competence at each of the ‘knows how’ and ‘does’ levels?).

Document and report the considerations made in defining the competencies and provide an overview of the level of effort and amount of time required to complete the definition of each competency.

3. **Create** assessment process(es) for the selected competencies. The process(es) must be clear, output-based and must be implementable by higher education institutions (HEIs)

¹ Miller, G. E. (1990). The assessment of clinical skills/competence/performance. *Academic Medicine*, 65, S63-S67.

and engineering regulators to assess an individual at both the 'knows how' and 'does' level of Miller's Pyramid of Assessing Competence. The process(es) must include what information is to be provided by applicants for assessment. Demonstrate how the process(es) establish that the individual is ready for practice (if assessing at the 'knows how' level) and licensure (if assessing at the 'does' level). Document and rationalize the considerations undertaken in establishing the assessment process(es) and describe the level of effort required to develop the process(es).

4. Develop and Oversee testing of the identified competencies and indicators in a manner that:

- will assess both CEAB and non-CEAB applicants for licensure,
- will be conducted by both HEIs and engineering regulators (as applicable),
- assesses enough applicants to enable outcomes testing, and
- includes geographical diversity across Canadian jurisdictions.

Document and rationalize the considerations made in designing the tests, the parameters of individuals to be considered for assessment, how the selection of the test population enables the testing of outcomes, describe how outcomes are to be tested, summarize the level of effort required to design the tests, and make a prediction of how much effort would be required to develop a full-scale trial for a given Canadian jurisdiction.

Execute the tests such that objectives 1-3 are met. Ensure that the amount of time and level of effort required to assess the selected competencies used is documented.

5. Report the pilot findings. Provide a Pilot Study Report to Engineers Canada staff leadership using the following format:

- Part 1: Introduction and Background
- Part 2: Selection of Competencies for Piloting (see objective 1)
- Part 3: Defining the Competencies (see objective 2, include the definitions of the selected competencies and indicators as an appendix)
- Part 4: Assessment process(es) (see objective 3, the processes for both engineering regulators and HEIs shall be included as an appendix)
- Part 5: Pilot design (see objective 4)
- Part 6: Results of Outcomes Testing
- Part 7: Analysis and Findings
- Part 8: Recommendations
- Part 9: Conclusions

Authority and Decision-Making

In fulfilling its mandate, the Working Group is tasked with the six objectives defined above. In completing the objectives, the Working Group will be required to make decisions in:

- selecting the competencies to pilot,
- defining (or overseeing the definition of) the competencies and associated indicators such that they can be assessed in a defensible manner and in a way that establishes competence,
- creating (or oversee the creation of) assessment processes, developing a plan to pilot the selected competencies and processes,
- overseeing the execution of the pilot study, and
- reporting recommendations.

To assist in decision-making, the following levels of responsibility will be assigned:

- The FSCP Pilot Study Working Group is deemed to be **responsible** to make decisions on the above topics while rationalizing and documenting their considerations.
- The Engineers Canada CEO is **accountable** for and owns the pilot study. When the working group proposes that an objective has been completed, it shall submit its reports to Engineers Canada staff leadership for review and acceptance prior to being disseminated to interest holders and the Engineers Canada Board.
- The FSCP and NARL frameworks will ultimately be endorsed by Engineers Canada staff leadership, approved by the Engineers Canada Board and will need to be accepted by regulators prior to adoption.
- Additional interest holders and/or the Engineers Canada Board may be **consulted** at the discretion of the working group in achieving their objectives.
- The Engineers Canada Board, the Canadian Engineering Accreditation Board (CEAB), the Canadian Engineering Qualifications Board (CEQB), and the Canadian engineering regulators will be kept **informed** of the pilot progress throughout the project.

Working Group Membership

The composition of the FSCP Pilot Study Working Group is intended to encompass the majority of interest holders of the FEA project but remain limited in size so as not to slow progress. Therefore, the following members will be engaged in the FSCP Pilot Study Working Group:

- Engineers Canada Staff
- At least one representative from the FEA Academic Requirement Task Force
- At least one representative from the FEA Purpose of Accreditation Task Force
- One representative from each of the CEAB and the CEQB
- A minimum of two representatives from HEIs must be included
- A minimum of two representatives from engineering regulators must be included
- At least one Industry representative

The Working Group may call on subject matter experts as required to fulfill their mandate.

Time Commitment

The working group will be expected to meet at least monthly starting in Q1 2025 and will be asked to review materials between meetings. The working group will participate in its own meetings, ongoing communications, and discrete events. Requests for additional resources or time extensions will be communicated through regular updates to Engineers Canada staff leadership, and as early as possible.

Draft FSCP Pilot Approach

Introduction

The following document is a high-level summary of how to move forward the work associated with the Full Spectrum Competency Profile (FSCP) Pilot Study as recommended in the Futures of Engineering Accreditation (FEA) Path Forward Report (the Report). The terms of reference originally appended to the Report have been revised and present the scope of activities to be performed by a working group. This document rationalizes the approach to be taken toward the Pilot Study and provides additional contextual details for planning. This approach is preliminary and will evolve over time. The intent of this document is to:

- communicate and align the internal project team, the Engineers Canada (EC) Board, and interest holders on planned next steps, and
- provide a foundational plan to build from as more detailed planning progresses.

It is recommended in the Report that the accreditation system focuses on shifting to Graduate Attributes as the basis to measure curriculum content while the FSCP and national academic requirement for licensure (NARL) are refined and tested. Within the Report, the sections on the NARL and FSCP recognize that a pilot is necessary in assessing the feasibility of adopting the NARL and FSCP. Finally, transitioning the accreditation system as outlined in the “Long-term actions: 2025 and beyond” section of the Report will be highly dependent on the results and learnings gained from the FSCP Pilot study.

Pilot Objectives

1. To enable a Working Group (WG) to co-design the framework of FSCP and NARL competencies and to have the framework endorsed by Engineers Canada staff leadership. Once endorsed by staff leadership, the frameworks will need to be approved by the Engineers Canada Board and accepted by regulators prior to adoption.
2. To validate the FSCP and NARL competency framework as meeting the requirements for academic assessment (including accreditation) and licensure.
3. To establish competency assessment processes and procedures that can be used by both regulators and higher education institutions (HEIs), and
4. To demonstrate that the FSCP and NARL represent measurable improvement to interest holders within the engineering ecosystem.

Requirements

As outlined in the Report Recommendation:

Recommendation #12: FSCP Pilot Study: Initiate a pilot study to evaluate the feasibility of the FSCP according to the proposed Terms of Reference.

To evaluate the feasibility of the FSCP, a fully validated competency framework and set of assessment processes and procedures will need to be weighed against current methodologies to measure anticipated improvement and value.

From the Path Forward co-design session held in April 2024, participants suggested first developing and testing a subset of the competencies to rapidly advance understanding of the competencies and their evaluation.

In the interest of keeping momentum, learnings from testing an initial subset of competencies can be applied to the definition and validation of the full competency framework prior to evaluating its feasibility.

Additional requirements identified to date

- Initial results of Phase 1 of the FSCP Pilot Study will be demonstrated by the end of 2025.
- The governance and planning of the FSCP Pilot Study must be adaptable and support effective decision making in support of continued momentum.

Guiding Principles

The collaborative design (co-design) approach used for the FEA project will persist through piloting. This includes the five principles outlined in the Report (pg 15) and listed here:

1. People love what they design and own what they create
2. Requisite variety
3. Design from the future state
4. Embrace conflicts and power differences
5. A different kind of conversation creates different results

Planning Assumptions

- Engineers Canada staff resources and budget will be made available to deliver on the plan within the necessary timeframes.
- FSCP Pilot Working Group members will be knowledgeable on the subject matter support the guiding principles and will be available to participate throughout the course of the pilot.

Resourcing Strategies

- Secure external expertise early, as required.

Tactical Approach

- Engineers Canada will separate the pilot study into two phases.
- Phase 1 will develop competencies, indicators, and assessment processes for a subset of FSCP/NARL competencies and will test the assessment of those competencies.
- By limiting the pilot to a subset of the competencies and observing the efforts required to develop the competencies and assessment processes, the project team will be able to gather data and learnings to guide the development of the full FSCP and NARL.
- Phase 2 will build on the learnings of Phase 1.

Phase 1 scope

Item	Description	Why it is important	How it will be achieved	Key Deliverable
1	Identify an appropriate subset of competencies to pilot	The level and quality of insights drawn from the pilot is highly dependent on selecting competencies that are relevant, can be tested for both CEAB and non-CEAB graduates, and touch on both the FSCP and NARL competencies.	WG to review competencies, use Job-Task Analysis to decide on competencies that are highly relevant to all professional engineers.	Report of selected competencies containing selection rationale.

Item	Description	Why it is important	How it will be achieved	Key Deliverable
2	<p>Define the subset competencies and associated indicators such that they can be assessed in a defensible manner and in a way that establishes competence</p>	<p>It is currently unclear how the competencies and their indicators must be defined (and the effort required to do so) such that they can be assessed in an outcomes-based, objective, defensible manner.</p>	<p>WG and/or consultant to discuss considerations in defining the selected competencies and arrive at agreed-upon competency statement, description, and list of indicators for each selected competency.</p>	<p>A report containing the considerations and rationales used in defining each competency, the definition of each selected competency (competency statement, description, and list of indicators), and a recounting the level of effort and time required in developing the competencies.</p>
3	<p>Create assessment processes for the selected competencies</p>	<p>Clear assessment processes implementable by both higher education institutions for CEAB and non-CEAB applicants alike are necessary to cover all paths to licensure.</p>	<p>WG and/or consultant to review existing assessment processes and consider what common and unique steps are necessary to assess at both the knows-how and does level for all pathways to licensure.</p>	<p>A set of assessment processes/procedures to be provided for testing purposes</p>

Item	Description	Why it is important	How it will be achieved	Key Deliverable
4	Develop and oversee testing of the selected competencies and processes	The competencies must be tested to confirm that their definition and assessment methodologies are sufficient to confirm competence.	The defined competencies and processes will be tested in a manner that will encompass all pathways to licensure, can be conducted by both HEIs and regulators, is geographically diverse, and contains enough data to effectively test outcomes.	Test design, Learnings from testing (to be included in the final report)
5	Report learnings and recommendations	The competencies must be tested to confirm that their definition and assessment methodologies are sufficient to confirm competence.	WG and/or consultant to compile prior reports, testing results, and learnings into a report to be presented to Engineers Canada staff leadership.	Phase 1 Pilot report

Phase 2 Scope

Phase 2 of the FSCP Pilot will expand to define all competencies and indicators within the FSCP and NARL, will refine assessment processes based on learnings from the first phase of the pilot, will test and validate that the correct competencies are in place, and will evaluate the feasibility of implementing the validated framework.

BRIEFING NOTE: For decision

2025 budget and 2027 Per Capita Assessment		4.3
Purpose:	To approve the 2025 budget and recommend the amount of the 2027 Per Capita Assessment Fee (PCAF) to the Members	
Link to the Strategic Plan/Purposes:	Board responsibility: Provide financial oversight by ensuring that the annual budget is developed to align with the organization’s values and guide decision making	
Link to the Corporate Risk Profile:	Financial compliance (operational risk) Reduced long-term financial viability (Board risk)	
Motions to consider:	<ol style="list-style-type: none"> 1. <i>THAT the Board, on recommendation of the FAR Committee, approve the 2025 budget, including an operational budget of \$11.5 M, and a project budget of \$1.1 M.</i> 2. <i>THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2027 Per Capita Assessment Fee be set to \$11 per Registrant.</i> 	
Vote required to pass:	Two-thirds majority, as per articles 5.7 b) and 5.8 b) of the Bylaw	
Transparency:	Open session	
Prepared by:	Derek Menard, Chief Financial Officer Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Marlo Rose, Chair of the FAR Committee	

Problem/issue definition

- With support from the FAR Committee, the Board is required to ensure that an annual budget is developed that outlines the resources required to enable the Strategic Plan, deliver on Engineers Canada’s 10 Core Purposes and maintain the reserves in accordance with Board policy 7.12, *Net Assets*.
- As per article 7 of the [Bylaw](#), the Board is also required to recommend to the Members by January 2025 the amount of the Per Capita Assessment Fee (PCAF) that will be in effect as of January 2027. The PCAF is a key source of Engineers Canada’s revenue.
- In May 2024, the Members approved a \$10 PCAF for 2026. This amount is below the \$10.21 PCAF that was in place from 2006-2023. The current PCAF would be \$15.17 had fee increases from 2007-2024 aligned with Statistics Canada’s annual Consumer Price Index.

Proposed action/recommendation

- Approve the proposed 2025 budget and authorize the use of reserve funds.
- Recommend the 2027 PCAF to the Members, for their review and approval at the 2025 annual meeting of Members (AMM).

Financial implications

- The proposed 2025 budget has a deficit of \$1.3 million with revenues of \$11.3 million and total expenses of \$12.7 million. \$1.1 of total spending relates to significant projects, which are to be funded by drawing down unrestricted net assets (reserves).
 - With significant projects excluded, the operating budget is in a \$216 deficit position.
- Revenues are to see an increase of \$768 compared to the 2024 budget mainly due to the increase in the TDI national sponsorship revenue.
- Operating expenses are \$11.5 million, a 1.7% decrease from 2024 (operating expenses of \$11.7 million).

Benefits

- The Board has approved deficit budgets in recent years, and significant funding on projects included in the 2022-2024 strategic plan, and a decrease in the PCAF in 2024 and 2025 to draw down on the unrestricted reserves which had grown far beyond their \$1 million minimum target level. Allowing the organization's unrestricted net assets to grow unconstrained could have put the organization's not-for-profit status at risk.
- Growth in the unrestricted reserves was largely due to the acquisition of \$2 million per year in affinity funds that would have gone to Professional Engineers Ontario (PEO) had it joined the TDI affinity program. 2024 was the first full year in which PEO availed itself of the \$2 million in affinity funds, thus materially impacting the future rate at which the unrestricted reserves will grow. The current budget and proposed PCAF supports ongoing efforts to return to a balanced operating budget.

Other options considered

- Two options for the PCAF were presented for consideration in the budget memo based on projections for 2025-2029. The FAR Committee and Board were in support of the first option (scenario 1) which sets the 2027 PCAF at \$11 per registrant.

Consultation

- The Board discussed the proposed budget and PCAF at its October 10, 2024, meeting. Directors have had the opportunity to consult with their councils and provide feedback since then.
- At its meeting on October 22, the FAR Committee reviewed and supported the final proposed 2025 budget and PCAF recommendation. The latter is based on projected revenue and expenses for 2025, 2026, and 2027.

Risks

- The budget must align with the priorities established by the Board and Members, and address Regulator needs.

Next steps (if motion approved)

- The Chief Financial Officer will report on the financial status of the overall budget and the projects funded from reserves at the regularly scheduled FAR Committee meetings in 2025.

- Members will be immediately informed of the proposed 2027 PCAF and this item will be placed on the May 2025 AMM agenda for approval.

Appendices

- **Appendix 1:** 2025 budget memo
- **Appendix 2:** Revenue and portfolio detail analysis sheets

Engineers Canada budget 2025

This budget has been drafted for discussion by the Engineers Canada Board of Directors on October 10, 2024.

Highlights

- a) The 2025 budget includes \$11.3 million in revenue and \$12.7 million in expenses.
- b) Capital expenditures for 2025 are estimated to be \$60,000.
- c) The projected unrestricted balance at end of 2025 is \$5.5 million.
- d) The strategic projects to be funded from unrestricted reserves are:

Strategic priorities:

Realizing accreditation and academic assessments

Realizing our role in sustainability

Realizing a stronger federation

Realizing a fuller awareness of engineers

Realizing an inclusive profession

This results in total project-related spending of \$1,133,105 in 2025.

- e) Based on the projected revenues, expenses and unrestricted reserve balances, it is proposed that the Board recommend to the Members that the 2027 Per Capita Assessment fee be increased to \$11.00 per registrant.

2025 Budget summary

The proposed 2025 budget has a deficit of \$1,349,017. Note that \$1,133,105 of total spending relates to strategic projects, which are to be funded by drawing down on the unrestricted reserves. With strategic projects excluded, the operating budget is in a \$215,913 deficit position.

Expenditures have two (2) main components: operating expenses and expenditures related to strategic projects. The 2025 operating expenses are \$11.5 million, a decrease of 2% or \$200,249 from 2024 where operating expenses were \$11.7 million. The FAR committee approved the 2025 budget envelope assumptions which had an operational expense reduction target of \$100,000, excluding the \$100,000 allocated to the CEO succession plan in the 2024 budget. Additional details for the operating expenses are included in the portfolio detail analysis sheets.

Revenues are to see an increase of \$768,019, or 7%, compared to the 2024 budget. The positive variance is principally driven by the increase in TDI national program sponsorship revenue, 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 \$100,000, excluding the \$100,000 allocated to the CEO succession plan in the 2024 budget.
- The human resources (HR) budget (part of the Corporate Services portfolio) includes:
 - 47 full time equivalents (FTEs), which is the same level of FTEs as 2024.
 - salary adjustments based on a salary band review for some employees, with others receiving a 2.7% cost of living increase. The CPI Increase of 2.7% is in-line the Statistics Canada CPI rate for the 12-month period ending April 2024.
- The capital budget is developed based on a review of the organization's infrastructure needs including physical facilities and IT.

2025 Budget

The 2025 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 2025-2029 Strategic Plan](#). Additional detail on planned spending per portfolio is provided in the appendices.

Table 1 – 2025 Budget

Category	2025 Budget	2024 Budget	2025 Budget vs 2024 Budget \$	2025 Budget vs 2024 Budget %	Notes
Revenues:					
Revenue – Annual dues	2,586,883	2,576,985	9,898	0%	
Revenue - Investments	562,587	522,438	40,148	8%	
Revenue - National programs (Affinity)	8,044,292	7,414,819	629,472	8%	1
Revenue – DEI and outreach	118,500	30,000	88,500	295%	2
Total revenues:	11,312,261	10,524,243	768,019	7%	
Operating Expenses:					
Accreditation	447,517	513,529	66,012	13%	3
Fostering working relationships	151,185	123,981	(27,204)	-22%	4
Services and tools	120,150	119,835	(315)	0%	
National programs	884,130	784,782	(99,348)	-13%	5
Advocating to the federal government	63,500	78,000	14,500	19%	
Research and regulatory changes	6,595	21,000	14,405	69%	6
International mobility	98,714	84,738	(13,976)	-16%	
Promotion and outreach	339,650	363,100	23,450	6%	
Diversity and inclusion	94,000	195,550	101,550	52%	7
Protect official marks	166,902	163,650	(3,252)	-2%	
Secretariat services	982,981	1,232,502	249,521	20%	8
Corporate services	8,172,850	8,047,756	(125,094)	-2%	9
Total Operating Expenses	11,528,174	11,728,422	200,249	2%	
Operating Surplus/(Deficit)	(215,913)	(1,184,180)	968,277		
Projects Spending:					
2025-2029 Strategic Plan					
Realizing accreditation and academic assessments	561,938	-	(561,938)	n/a	10
Realizing our role in sustainability	32,000	-	(32,000)	n/a	10

Realizing a stronger federation	70,000	-	(70,000)	n/a	10
Realizing a fuller awareness of engineers	129,148	-	(129,148)	n/a	10
Realizing an inclusive profession	340,018	-	(340,018)	n/a	10
	1,133,105	-	(1,133,105)	n/a	

2022-2024 Strategic Plan					
Investigate and validate the purpose and scope of accreditation	-	622,637	622,637	n/a	
Strengthen collaboration and harmonization	-	2,731	2,731	n/a	
Accelerate 30 by 30	-	268,622	268,622	n/a	
Reinforce trust and the value of licensure	-	2,706,854	2,706,854	n/a	
	-	3,600,844	3,600,844	n/a	
Total Project Spending	1,133,105	3,600,844	2,467,739	69%	
Surplus/(Deficit)	(1,349,017)	(4,785,024)	3,436,007	72%	

Notes on 2025 budget vs 2024 budget

1. The \$629,472 increase is mainly due to TDI home and auto insurance program; TDI is predicting an 8.1% increase in sponsorships fees compared to 2024. This is due to a combination of increased customer policies and an increase in insurance premiums.
2. This increase of \$88,500 for a total of \$118,500 is due to the successful sponsorship campaign for the 30 by 30 Conference in 2024, which generated \$118,000 in revenue. These funds are utilized to reduce the costs associated with providing these services.
3. The decrease in budget of \$66,012 is due to an enhanced evaluation of all costs related to travel based on actual travel expenditures in 2023 and 2024, offset by increased operational support costs associated with the Tandem system.
4. The increase of \$27,204 is mainly due to go forward operational costs of the previous strategic initiative of collaboration and harmonization, coupled with an increase in meeting costs for the CEO group.
5. The \$99,348 increase is due the 2024 budget assumption that Engineers Canada would be successful in negotiating with TDI the reimbursement of actuarial services. The 2025 budget is in-line with the 2024 forecasted expenditures.
6. The decrease of \$14,405 is due to a purposeful decision to move resources from core purpose work to strategic work.
7. This decrease is due to moving \$101,550 to the Human Resources budget contained in Corporate Services to cover a position in the Belonging and Engagement team. This position was originally tied to Strategic priority (SP2.1) under the 2022-2024 Strategic Plan.
8. The decrease of \$249,521 is based on an enhanced evaluation of actual Board and Committee meeting costs in 2023 and 2024, and the elimination of the one-time budget allocation of \$100,000 for the CEO succession plan included in 2024.

9. The \$125,094 increase is mainly due to salary increases driven by a mix of salary bands reviews or CPI increases of 2.7%. This increase was offset by savings in our Journey to Excellence as no verification costs are included in 2025, and savings in IT costs.
10. These items are the strategic directions under the 2025-2029 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 the unrestricted reserves. See the portfolio detail analysis sheets for more information

2025 Budget – Total expenses by operational imperative, including staff costs

The following table is provided for analysis purposes. It shows proposed 2025 spending by core purpose including projects and staff salary and benefit cost (HR component), as represented in the corporate services budget.

Table 2 – 2025 Budget with staff allocations

Category	Expenses	HR		Total	Allocation	Notes
		component				
CP 1 - Accreditation	1,009,456	861,710		1,871,166	16%	1
CP 2 - Fostering working relationships	151,185	152,891		304,076	3%	
CP 3 - Services & Tools	120,150	189,051		309,201	3%	
CP 4 - National Programs	174,130	452,098		626,228	5%	2
CP 5 - Advocating to the Fed. Gov't.	63,500	189,051		253,446	2%	
CP 6 - Research	6,595	26,248		32,843	0%	
CP 7 - Int'l Mobility	98,714	467,442		566,156	5%	
CP 8 - Promoting the profession	468,798	341,282		810,080	7%	
CP 9 - Diversity & Inclusion	315,518	544,135		859,653	7%	3
CP 10 - Protect official marks	166,902	26,252		193,154	2%	
Secretariat services	1,084,981	1,152,404		2,236,385	19%	
Corp Services	1,692,903	2,077,488		3,770,391	32%	
Total:	5,352,832	6,479,946		11,832,778	100%	

Notes

- 1 Includes accreditation business and Strategic Direction-realizing accreditation and academic assessments.
- 2 Net expense with adjustment for related revenues of \$710,000.
- 3 Net expense with adjustment for related sponsorship revenues of \$118,500.

2025 Capital budget

Table 3 – Capital budget

Asset Type	2025 Budget	2024 Budget
Office furniture and equipment	\$10,000	\$10,000
Computer hardware	\$40,000	\$57,000
Leasehold Improvements	\$10,000	\$10,000
Total:	\$60,000	\$77,000

In 2025, \$40,000 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
2024	2024 Opening balance	1,500,000	2,000,000	2,500,000	385,667	10,831,606	17,217,273	1
	Additions to capital assets				77,000	(77,000)		
	Amortization of capital assets				(200,174)	200,174		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2024 surplus/(deficit)					(4,167,642)		
	Projected 2024 closing balance		1,500,000	2,000,000	2,500,000	305,177	6,744,454	13,049,631
2025	Additions to capital assets				60,000	(60,000)		
	Amortization of capital assets				(206,100)	206,100		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2025 surplus/(deficit)					(1,349,017)		
	Projected 2025 closing balance		1,500,000	2,000,000	2,500,000	201,761	5,498,853	11,700,614
2026	Additions to capital assets				500,000	(500,000)		
	Amortization of capital assets				(200,000)	200,000		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2026 surplus/(deficit)					(1,016,570)		
	Projected 2026 closing balance		1,500,000	2,000,000	2,500,000	544,445	4,139,599	10,684,044
2027	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(200,000)	200,000		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2027 surplus/(deficit)					(877,643)		
	Projected 2027 closing balance		1,500,000	2,000,000	2,500,000	87,129	3,319,271	9,806,400

Note 1 - Agreed to 2023 audited financial statements

Note 2 - See paragraph below for additional information

The current 2027 projected deficit of \$877,643 assumes a Per Capita Assessment fee of \$11 in 2027.

Three-year projection: 2025 -2027

The following table shows projections on future revenues and expenditures for the years 2025-2027.

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

Category	2025	2026	2027	Notes
Revenues:				
Revenue-Annual dues	2,587	3,223	3,557	1
Revenue-Investments	563	459	464	
Revenue - National programs	8,044	8,292	8,539	2
Revenue - DEI and outreach	119	121	123	
Total revenues:	11,312	12,095	12,684	
Operating Expenses:				
Accreditation	448	448	448	
Fostering working relationships	151	151	151	
Service and tools	120	120	120	
National programs	884	884	884	
Advocating to the federal government	64	64	64	
Research and regulatory changes	7	7	7	
International mobility	99	99	99	
Promotion and outreach	340	340	340	
Diversity and inclusion	94	94	94	
Protect official marks	167	167	167	
Secretariat services	983	983	983	
Corporate services	8,173	8,173	8,173	
Increase in operating expenses vs 2025	-	350	700	
Total Operating Expenses	11,528	11,878	12,228	
% Increase in operating expenses		3%	3%	
Operating Surplus/(Deficit)	(216)	217	455	
Projects Spending:				
2025-2029 Strategic Plan				
Realizing accreditation and academic assessments	562	-	-	3
Realizing our role in sustainability	32	-	-	3
Realizing a stronger federation	70	-	-	3
Realizing a fuller awareness of engineers	129	-	-	3
Realizing an inclusive profession	340	-	-	3
	1,133	1,233	1,333	
Total Project Spending	1,133	1,233	1,333	
Surplus/(Deficit)	(1,349)	(1,017)	(878)	

Notes on projections

1. Annual dues revenue assumes a PCAF of \$8 in 2025, \$10 in 2026 and increases to \$11 in 2027. The total number of members is predicted to decrease by 0.3% in 2026 and increase by 0.3% in 2027.
2. TD affinity revenues are based on the 5-year projections provided by TD, which call for a 4% and 4.1% increase in 2026 and 2027, respectively, for Engineers Canada's portion.
3. These budgets are based on the current planning for the strategic priorities (2025-2029) and will be adjusted as the projects progress. The \$1,233,000 and \$1,333,000 included for 2026 and 2027 respectively are a placeholder for financial modelling purposes and will be revised as project plans progress.

Assumptions

These projections assume Engineers Canada maintaining a similar scope of work and strategic direction from 2025 through 2027.

In preparing the projection for operating expenses an increase of 3% was assumed in 2026 and 2027.

Proposed 2027 Per Capita Assessment Fee

As per section 7 of the Engineers Canada [Bylaw](#), the Board must provide a proposal for the 2027 Per Capita Assessment Fee (PCAF). Projections for the 2028 and 2029 unrestricted reserve balance are also provided, as per Regulators' request. The proposed PCAF has been established with due consideration of expenses (operating, 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 provided from Regulators up until 2027 and is increased 2% year-over-year for 2028 and 2029.
2. The revenue received from affinity programs is based on projections from the program providers.
3. Operating expenses will increase 3% from 2026 to 2029.
4. Spending from 2026 to 2029 on the new strategic directions will increase \$0.1M per year over 2025.

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 \$11.00 PCAF in 2027, \$12.00 in 2028, and \$12 in 2029.

Statement of Operations (in 000's)

	PCAF=				
		\$11	\$12	\$12	
Category	2025 Budget	2026 Projections	2027 Projections	2028 Projections	2029 Projections
Total Revenues	11,312	12,095	12,684	13,370	13,786
Total Operating Expenses	11,528	11,878	12,228	12,578	12,928
% Increase/(decrease) in operating expenses		3%	3%	3%	3%
Operating Surplus/(Deficit)	(216)	217	455	791	857
Total Project Spending	1,133	1,233	1,333	1,433	1,533
Surplus/(Deficit)	(1,349)	(1,017)	(878)	(642)	(676)

Unrestricted Reserve Projections (in 000's)

	2025 Budget	2026 Projections	2027 Projections	2028 Projections	2029 Projections
Opening balance	6,744	5,499	4,140	3,319	2,735
Additions to capital assets	(60)	(500)	(100)	(100)	(100)
Amortization of capital assets	206	200	200	200	200
Amortization of leasehold inducements	(43)	(43)	(43)	(43)	(43)
Projected surplus/(deficit)	(1,349)	(1,017)	(878)	(642)	(676)
Projected closing balance	5,499	4,140	3,319	2,735	2,116

Scenario 2: Assumes a \$10.00 PCAF in 2027, \$11.00 in 2028, and \$12 in 2029.

Statement of Operations (in 000's)

	PCAF=				
		\$10	\$11	\$12	
Category	2025 Budget	2026 Projections	2027 Projections	2028 Projections	2029 Projections
Total Revenues	11,312	12,095	12,360	13,040	13,786
Total Operating Expenses	11,528	11,878	12,228	12,578	12,928
% Increase/(decrease) in operating expenses		3%	3%	3%	3%
Operating Surplus/(Deficit)	(216)	217	132	462	857
Total Project Spending	1,133	1,233	1,333	1,433	1,533
Surplus/(Deficit)	(1,349)	(1,017)	(1,201)	(972)	(676)

Unrestricted Reserve Projections (in 000's)

	2025 Budget	2026 Projections	2027 Projections	2028 Projections	2029 Projections
Opening balance	6,744	5,499	4,140	2,996	2,082
Additions to capital assets	(60)	(500)	(100)	(100)	(100)
Amortization of capital assets	206	200	200	200	200
Amortization of leasehold inducements	(43)	(43)	(43)	(43)	(43)
Projected surplus/(deficit)	(1,349)	(1,017)	(1,201)	(972)	(676)
Projected closing balance	5,499	4,140	2,996	2,082	1,463

Recommendation for the 2027 Per Capita Assessment Fee (PCAF):

Based on the above, it is recommended that the PCAF increase by \$1.00 to \$11.00 for 2027 (scenario 1). The increase will result in an increase in revenues of \$323K in 2027 in comparison to the 2026. Under this scenario and coupled with the projected operating cost increase in of 3% in 2027, we are projecting to achieve a surplus operating budget of \$455K. With strategic project spending of \$1.3 million in 2027, we are projecting an overall deficit of \$878K. This would result in an unrestricted reserve balance of \$3.3 million at the end of 2027, 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 2025 budgeted expenses.

2025 Budgeted Operating Expenses	\$11,528,174
2025 Budgeted Project Expenses	\$1,133,105
	<u>\$12,661,278</u>
Projected number of Members in 2025	323,360
Value Per Member in 2025	<u><u>\$39</u></u>

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 2025 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, 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	2025 Budget	% of Total	2024 Budget	Change
1	Affinity and Insurance Programs Revenue	7,146,792	63.2%	6,517,319	629,472
2	Provincial Annual Dues Revenue	2,586,883	22.9%	2,576,985	9,898
3	SPLIP Revenue	710,000	6.3%	710,000	-
4	Changes in the Fair Value of Investments	200,000	1.8%	250,000	(50,000)
4	Investment Income	300,000	2.7%	212,000	88,000
5	Awards Sponsorship Revenue	175,000	1.5%	175,000	-
6	DEI and Outreach Sponsorship Revenue	118,500	1.0%	30,000	88,500
7	EDC Revenue	45,787	0.4%	44,298	1,488
8	Rent Revenue	12,000	0.1%	11,340	660
9	AGM Sponsorship Revenue	12,500	0.1%	12,500	-
10	Interest Bank Accts (CND) Revenue	4,800	0.0%	4,800	-
Total Revenue		11,312,261	100%	10,544,243	768,018

Rationale for 2025 budget:

1. The affinity program revenues for 2025 are determined by the agreements signed, the largest of which is the TDI home and auto insurance program. 2018 was the first year of a 12-year agreement with TD Insurance for the program. The 2025 TD Insurance revenues are calculated based upon the total written premium value for 2024. This figure will not be known with certainty until early in 2025. The 2025 estimate is based upon total written premium projections (\$420M) 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 2025 membership projections received (323,360 members vs the 2024 budget of 322,123), Engineers Canada is predicting an increase of \$10K in annual dues in 2025. The PCAF for 2025 and 2024 is \$8.00.
3. SPLIP program revenues are based on estimates for 2025 participation levels. This is a flow-through revenue which is offset by an equivalent expenditure.
4. The investment income has increased by \$38K mainly due to increase the anticipated return to 4% from 3.5% in 2024. The historical rate of return of the portfolio is 5.98%.

5. Awards sponsorships are the same as in 2024. This is a flow-through revenue which is offset by an equivalent expenditure.
 6. Diversity, Equity, and Inclusion (DEI) and outreach sponsorships are for the annual 30 by 30 Conference and the National Engineering Month (NEM). These funds are utilized to reduce the costs associated with providing these services. The anticipated increase of \$88.5K in 2025 is due to the successful sponsorship campaign for the 30 by 30 Conference in 2024, which generated \$118K in revenue.
 7. The Engineering Deans Canada (EDC) revenue is a flow-through revenue that is offset by an equivalent expenditure.
 8. These revenues are from renting out space at the Engineers Canada office.
 9. No change in 2025. This is a flow-through revenue which is offset by an equivalent expenditure.
 10. These revenues represent excess short-term cash from operations that are kept in an interest-bearing savings account.
-

Accreditation
2025 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 Canadian Engineering Accreditation Board [CEAB]) and Strategic Direction (SD) Realizing accreditation and academic assessments, with pillars of Full Spectrum Competency Profile, Accreditation system improvements and National intake and academic assessment services business case.

Budget details:

Cost element	2025
1. Accreditation business	\$447,517
2. SD-Realizing accreditation and academic assessments	\$561,938
Totals	\$1,009,455

Rationale for 2025 budget:

1. This includes the costs for program visits, the costs for training of CEAB members, visitors and staff for the higher education institutions (HEIs), and the cost associated with ongoing relationship management with educators, EDC, and the Canadian Engineering Education Association (CEEA), and the cost to produce the Accountability in Accreditation annual report. Travel costs account for 62% of this cost element.
2. This project will continue on work put forth in the Path Forward Report in 2024. Specific recommendations related to the assessment of non-CEAB applications (TBD in Fall 2024) will be implemented by regulators, HEIs, CEAB, Engineers Canada staff, and other interest holders. Engineers Canada systems will be transitioned as required. Costs are related to a psychometrician, consulting fees, a systems change consultant, travel, and a resource to support an environmental scan/writing. There will also be an FTE backfill to support this project.

Considerations for the Board:

- The CEAB’s total 2025 operating budget is \$634,712 versus \$758,158 in 2024. 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
2025 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, the Presidents Group, as well as ongoing operational costs for Strengthen collaboration and harmonization.

Budget details:

Cost element	2025
1. Officials Groups	\$95,800
2. CEO Group	\$40,385
3. Strengthen collaboration and harmonization	\$15,000
Totals	\$151,185

Rationale for 2025 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. The previous Strategic Priority 1.2, *Strengthen collaboration and harmonization*, concluded in 2024 with the signature of a Statement of Collaboration at the May Annual Meeting of Members (AMM). The activities for the next strategic plan will be absorbed and completed under operational expenses.

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
2025 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 Canadian Engineering Qualifications Board (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	2025
1. CEQB work plan items (as currently proposed)	\$56,150
2. National Membership Database- maintenance	\$64,000
Totals	\$120,150

Rationale for the 2025 budget:

1. This includes budget for the delivery of the proposed CEQB 2025 work plan, as follows:

Write up on paper on groundbreaking technologies	Carried forward	\$12,000
Development of a guideline on regulatory engineering		\$17,000
Guideline on the use of new technologies in engineering		in-house
Review of 2018 Regulators guideline on academic assessment of non-CEAB applicants		in-house
Various outreach activities		\$27,150
TOTAL		\$56,150

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

Considerations for the Board:

- The CEQB’s total 2025 budget is \$173,381, versus \$172,500 in 2024. 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
2025 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	2025
1. Affinity programs	\$169,130
2. Secondary Professional Liability Insurance Program (SPLIP)	\$715,000
Totals	\$884,130

Rationale for 2024 budget:

1. This includes actuarial consulting 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
2025 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	2025
1. Legislative monitoring	\$37,600
2. External Public Affairs consultant	\$20,500
3. Public policy initiatives	\$2,400
4. Federal government panels	\$3,000
Totals	\$63,500

Rationale for 2025 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 good monitoring of federal legislation affecting the regulation of engineering and the engineering profession.
2. For 2025, 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. 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.
4. 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
2025 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.

Budget details:

Cost element	2025
1. Research – Conferences	\$6,595
Totals	\$6,595

Rationale for 2025 budget:

1. This includes travel costs for a conference and potential presentation on a related topic.

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
2025 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	2025
1. International organizations (IEA)	\$49,625
2. US-based organizations (NCEES)	\$4,200
3. Foreign credential recognition tools	\$32,689
4. Mobility register maintenance	\$12,200
Totals	\$98,714

Rationale for 2025 budget:

1. This includes the costs for five (5) people to attend the annual meeting of the International Engineering Alliance (IEA) in Mexico, as well as the annual membership fees.
2. This includes the costs for two (2) people to attend the annual meeting of the National Council of Examiners for Engineering and Surveying (NCEES) in the US.
3. This includes the cost to host and maintain the International Institutions and Degrees Database (IIDD), as well as the cost of upkeeping the EngineerHere.ca website and implementing Regulator-requested updates.
4. This represents the annual operating costs for the new mobility register. 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
2025 Portfolio detail analysis

Portfolio: Promotion and outreach

Description: This portfolio contains all the work under the Strategic Direction (SD): Realizing a fuller awareness of engineers 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	2025
1. Promotion and outreach	\$134,000
2. Awards, scholarships, and fellowships	\$205,650
3. SD-Realizing a fuller awareness of engineers	\$129,148
Totals	\$468,798

Rationale for 2025 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. Through the Strategic Direction: Realizing a fuller awareness of engineers we will review the Building Tomorrows campaign and convene the Board and regulators to determine if and how Engineers Canada would pursue and fund a national marketing campaign. We will also continue to promote the Pathway to Engineering website and activities to support licensure of engineering graduates and advance the public interest and safety value that engineers bring to boards and senior leadership of corporations and public bodies.

Considerations for the Board:

- No additional considerations.

**Promoting diversity and inclusion in the profession
2025 Portfolio detail analysis**

Portfolio: Diversity and inclusion

Description: This portfolio contains all the work under the Strategic Direction (SD): Realizing an inclusive profession 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	2025
1. SD-Realizing an inclusive profession	\$340,018
2. Ongoing equity, diversity and inclusion (EDI) work	\$94,000
Totals	\$434,018

Rationale for 2025 budget:

1. Through the Strategic Direction: Realizing an inclusive profession we will develop and implement a national strategy for recruitment and retention. We will reposition the 30 by 30 initiative and organize a national conference. We will start to implement the Indigenous Advisory Committee-led envisioning exercise and lead consultations with the regulators on the proposed scope for our work towards truth and reconciliation. We will continue to revise the champion program from a group of allies raising awareness to a national program designed to enable and support system change with a focus on three interest groups: Engineering Employers, HEIs and Regulators.

2. This budget includes ongoing EDI work under Core Purpose 9, including:
 - engaging and supporting the Indigenous Advisory Committee,
 - support for the Decolonization and Indigenization in Engineering Education Network (DIEEN), and
 - Production of 1-2 national reports, including the National Membership Report

Considerations for the Board:

- No additional considerations.

**Protecting official marks
2025 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	2025
1. Trademark enforcement	\$159,120
2. Texts and subscriptions	\$7,782
Totals	\$166,902

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 2025, however, it is noted that the number of active oppositions has been steadily growing in the past three years; and the budget of \$159,120 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 45 active proceedings and four (4) 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
2025 Portfolio detail analysis**

Portfolio: Secretariat services

Description: This portfolio contains all the Board Responsibilities, and the expenses related to supporting the Board, its committees, EDC, and the Strategic Directions (SD); Realizing role our in sustainability, and realizing a stronger federation.

Budget details:

Cost element	2025
1. Board and committee meetings	\$620,340
2. CEAB meetings	\$187,195
3. CEQB meetings	\$117,231
4. President’s travel	\$12,615
5. Engineering Deans Canada (EDC)	\$45,601
6. SD-Realizing our role in sustainability	\$32,000
7. SD-Realizing a stronger federation	\$70,000
Totals	\$1,084,981

Rationale for 2025 budget:

1. This includes costs for: the Board’s February, April, May, October, and December meetings, the May Annual Meeting of Members (AMM), the June Board strategic workshop. It also includes all meetings of Board committees and task forces.
2. 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.
3. This includes the costs for two (2) face-to-face CEQB meetings.
4. 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.
5. 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, \$45,601 of this cost is a flow-through.
6. This includes the cost of an external consultant to complete an environmental scan to lay the foundation for scoping Engineers Canada’s national role in sustainability.
7. This is an initial cost for hiring an external consultant who will conduct interviews with the twelve (12) regulators to identify issues, benchmark against other governance systems, and present options to the Board.

Considerations for the Board:

- The CEAB’s total 2025 budget is \$634,712 versus \$758,158 in 2024. Costs for delivery of ongoing accreditation work items are included in the accreditation portfolio detail analysis.
 - The CEQB’s total 2025 budget is \$173,381 versus \$172,500 in 2024. 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:
 - \$ 103,210 February (winter) meeting
 - \$ 2,424 April (early spring) meeting (virtual meeting)
 - \$ 237,154 May (spring) meeting and AMM
 - \$ 96,673 June Board workshop (AB location)
 - \$ 81,237 October (fall) meeting
 - \$ 6,349 December (late fall) meeting (virtual meeting)
-

**Corporate services: other
2025 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	2025
1. Administration and finance	\$531,637
2. Executive expenses including corporate memberships and CEO travel	\$83,312
3. Communications	\$92,594
4. Facilities and office expenses	\$683,740
5. Human resources	\$6,608,707
6. Information technology	\$131,700
7. Organizational excellence	\$41,160
Totals	\$8,172,850

Rationale for the 2025 budget:

1. This includes expenses such as corporate insurances, audit fees, investment advisor fees, bank service fees, the accounting software subscription, and amortization of \$206,100.
 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), Security Operations Center (SOC) services, 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 decision

Board policy updates	4.5
Purpose:	To approve revisions to existing Board policies
Link to the Strategic Plan/ Purposes:	Board responsibility: Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)
Motion(s) to consider:	<p><i>THAT the Board, on recommendation of the Governance Committee approve the following revised Board policies:</i></p> <ul style="list-style-type: none"> <i>i. 1.3, Purposes of Engineers Canada</i> <i>ii. 2, Definitions</i> <i>iii. 4.7, Monitoring of CEO</i> <i>iv. 6.2, Board, committee, and task force chair assessment</i>
Vote required to pass:	Two-thirds majority
Transparency:	Open session
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services
Presented by:	Sophie Larivière-Mantha, Chair of the Governance Committee

Problem/issue definition

- The Governance Committee (GC) has identified revisions to four (4) Board policies for Board approval.

Proposed action/recommendation

- That the Board review and approve the proposed revisions to the existing policies presented in Appendix 1:
 - 1.3, Purposes of Engineers Canada:** Removal of a reference to where the purposes are posted on Engineers Canada website,
 - 2, Definitions:** Housekeeping updates to align the definitions with updates to policies in the past year.
 - 4.7, Monitoring of CEO:** Text has been added to ensure appropriate flexibility for setting the CEO's annual objectives in years when there is turnover in the role.
 - 6.2, Board, committee, and task force chair assessment:** Revisions throughout to better align the policy with others in the manual.

Other options considered

- Six (6) Board policies were considered. Members of the GC were assigned one policy to review in detail, with proposed revisions by staff, in advance of its September 18, 2024, meeting. GC members then had the opportunity to propose further revisions to the committee for discussion.

- The Governance Committee approved typographical edits within its authority for Board policy 3, *Reporting structure*. It is anticipated that this policy will be considered again in the coming year as part of Engineers Canada’s governance review.
- The committee also received an update on housekeeping done to the manual.
 - The term “stakeholder” was replaced with “interest holder” given the colonial connotation associated with the former; and
 - Several policies were revised to reflect corresponding revisions to other policies approved by the Board.
- Board policy 6.12, *Human Resources Committee terms of reference*, was referred to the HR Committee for further consideration prior to the Board’s review.

Risks

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

Financial implications

- None of the proposed policy revisions have budgetary implications.

Benefits

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

Consultation

- In addition to a preliminary review conducted by Engineers Canada’s governance staff, the HR Committee reviewed the following policies at its meeting on September 5, 2024:
 - 4.7, *Monitoring of CEO*,
 - 6.2, *Board, committee, and task force chair assessment*,
 - 6.12, *Human Resources Committee terms of reference*.

Next steps

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

Appendix

- **Appendix 1:** Marked-up (track change) versions of the policies.



1 Introduction and background

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

1.3 Purposes of Engineers Canada

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

Review period: Triennial

Date of latest amendment:

Date last reviewed: September 15, 2021

- (1) The purposes define and constrain all activities undertaken by Engineers Canada. They are part of the *Articles of Incorporation*, and as such they are one of the key corporate governance documents. The strategic and operational plans are written to align precisely with the purposes.
- (2) The purpose of Engineers Canada is to serve the collective interests of the Regulators, to promote and maintain the interests, honour, and integrity of the Canadian engineering profession, and to do all such lawful things as are incidental to or conducive to the attainment of the foregoing, including to serve the Regulators and strengthen the profession by:
1. Accrediting undergraduate engineering programs.
 2. Facilitating and fostering working relationships between and amongst the Regulators.
 3. Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
 4. Offering national programs.
 5. Advocating to the federal government.
 6. Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
 7. Managing risks and opportunities associated with mobility of work and practitioners internationally.
 8. Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of engineering professionals.
 9. Promoting diversity and inclusivity in the profession that reflects Canadian society.
 10. Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects.

Commented [JB1]: The purposes defined in the articles of incorporation / continuance cannot be revised through changes to the policy. Given their significance, the purposes would require consultation with and approval by the members (see Bylaw article 5.8). The organization's core purposes listed here underpin all work conducted by Engineers Canada. Staff do not recommend any changes to these purposes at this time.



- (3) ~~The purposes can be found on the website at:
<https://engineerscanada.ca/about/governance/policies-documents-and-resources>~~

Commented [JB2]: This type of reference is best left out of policy. Should the location of the purposes be moved on the website, we won't need to update the policy.



2 Definitions

The following terms have been defined for the purpose of navigating this manual.

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

Review period: Annual

Date of latest amendment: December 4, 2023 (Motion 2023-12-7D) Date last reviewed: December 4, 2023

~~“Annual Consultation Plan” means the list of all planned consultations that Engineers Canada intends to conduct. It includes the Consultation leader, topic, timeline, and groups consulted.~~

Commented [JB1]: As part of regular housekeeping, this policy has been reviewed to ensure that the definitions align with changes made elsewhere in the policy manual over the past year.

“Annual Meeting” means the annual meeting of the Members held pursuant to the *Canada Not-for-profit Corporations Act*.

Commented [JB2]: This reference was removed from the manual through Board approved revisions to 7.11 Consultation.

“Annual Operating Plan” means the plan produced by the CEO, with input from the chairs of the Accreditation Board and Qualifications Board, which describes the work that Engineers Canada will undertake to deliver on the Strategic Plan during a calendar year.

“Assessment Fee” or “Per Capita Assessment Fee” is the annual amount payable to Engineers Canada by each Member. The Assessment Fee is determined by the Members, on recommendation by the Board, in accordance with the Bylaw.

“Auditor” means the chartered professional accountant appointed annually in accordance with the Bylaw.

“Board” means the governing body of Engineers Canada comprised of Directors and the CEO Group Advisor.

“Board members” means the Directors, appointed in accordance with the Bylaw, and the CEO Group Advisor.

“Board record” means recorded information which is created by or for the Board, which may include, but is not limited to: meeting agendas, meeting minutes, any personal notes related to the meeting or agenda, briefing notes, reports, summaries, and policies.

“budget” means the annual budget of Engineers Canada.

“Bylaw” means the rules governing Engineers Canada created pursuant to the *Canada Not-for-profit Corporations Act*.

“CEAB” or “Accreditation Board” means the Canadian Engineering Accreditation Board. Though referred to as a ‘board’ the CEAB is technically a standing committee of the Engineers Canada Board of Directors.



“CEQB” or **“Qualifications Board”** means the Canadian Engineering Qualifications Board. Though referred to as a ‘board’ the CEQB is technically a standing committee of the Engineers Canada Board of Directors.

“CEO Group” means the group comprised of the senior staff officer of each of the Regulators and also includes the CEO of Engineers Canada.

“CEO Group Advisor” means the chair of the CEO Group or their designate. The CEO Group Advisor is a member of the Board but has no voting rights.

“Chief Executive Officer” or **“CEO”** means the senior staff officer of Engineers Canada. The CEO reports to the Board and is responsible for the performance of the organization.

“committee” or **“Board committee”** means a group of people set up under the authority of the Board to provide the Board with advice, options, and implications on a specific matter for Board decision, and provide ongoing tasks as specified in their terms of reference. Reference to a committee or Board committee(s) includes the members of the CEQB and the CEAB, and their subcommittees.

“competency profile” means a description of the skills, attitude and knowledge areas needed for an individual or group.

“Consultation” means a method of obtaining structured feedback from the Interest holders directly impacted by the work of Engineers Canada. It is the act of asking for the advice or opinion of the Interest holders and sharing that input and the resulting decisions with all interest holders.

“Director” means an individual with voting rights elected by the Members pursuant to the Bylaw and the *Canada Not-for-profit Corporations Act*.

“Direct Reports” means those individuals reporting directly to the Board, including the CEO, the Secretary and the chairs of the Accreditation and Qualifications Boards.

“Engineering Regulators” or simply **“Regulators”** means the twelve associations, as designated by provincial or territorial statute, which govern the practice of engineering in Canada. The Regulators are the owners of Engineers Canada and are also known as the Members pursuant to the Bylaw and the *Canada Not-for-profit Corporations Act*. For clarity, the term “Regulators” is preferred.

“Engineers Canada” includes the Board and all its committees, including the Canadian Engineering Accreditation Board (CEAB) and Canadian Engineering Qualifications Board (CEQB), as well as the Chief Executive Officer (CEO), staff, and operational committees.



“governance” means the process by which the Directors direct and control Engineers Canada. Through policies, the governance process defines rules, processes, accountabilities, roles, and responsibilities for decision-making.

“guiding principles” means the statements which embody the culture of Engineers Canada and that inform and guide decision-making.

“Initiative” means:

- A project: A temporary endeavor undertaken to create a unique product, service, or result.
- A program: A group of related Initiatives managed in a coordinated way to obtain benefits not available from managing them individually. At Engineers Canada, programs are developed for every purpose.
- A service: Intangible products provided by Engineers Canada for the Regulators.

“Interest Holders” means the individual, group or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity or outcome of an Initiative. At Engineers Canada, “Interest Holders” typically refer to the Regulators and the higher education institutions (HEIs).

“Members” means the classes or groups of members that Engineers Canada is authorized to establish pursuant to the *Canada Not-for-profit Corporations Act* and the Engineers Canada Articles of Continuance. The Members are the twelve Regulators and they are the owners of Engineers Canada. For clarity, the term “Regulators” is preferred.

“National Position Statement” means a consensus position of the Engineering Regulators that is used to influence public policy and facilitate discussion with the federal government.

“officers” means the President, the President-Elect, the Past President, the CEO, the Secretary, and such other officers as the Board may appoint from time to time by resolution.

“Owners” means the twelve Regulators, also known as the Members pursuant to the Bylaw and the *Canada Not-for-profit Corporations Act*.

“performance measurement” means the process by which the Board and Regulators measure the progress of Engineers Canada towards achievement of the Strategic Plan on an annual basis.

“policy” means a position, value, or perspective that underlies action. Policies may be adopted, amended, or repealed as per the Bylaw.

“President” means the presiding officer of the Board. The individual occupying this role holds such duties and responsibilities as are outlined in Policy 4.9, *Role of the Presidents*.



“process” means any operational activities including activities, practices, methods, technology, conduct, systems, and other operational decision areas.

“quorum” means the minimum number of Directors or committee members required to conduct business.

“Secretary” means the office held by the Chief Executive Officer of Engineers Canada or such other person appointed by the Board. The Secretary is an impartial resource to the Board responsible for the documentation of meeting deliberations, the maintenance of Board Records, and Board compliance with governing documents and applicable law.

“task force” means a group of individuals appointed by the Board to consider a specific matter. A task force is stood down by the Board after its task(s) is (are) completed.

“Strategic Plan” means the plan prepared by the Board in consultation with the Regulators which directs what the organization is to achieve over a specific time period. The plan is approved by the Members as per the Bylaw.

“topic of Consultation” means the brief description of reason for a Consultation.

Commented [JB3]: This reference was removed from the manual through Board approved revisions to 7.11 Consultation.



4 Role of the Board

4.7 Monitoring of CEO

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

Review period: Biennial

Date of latest amendment: December 12, 2022 (Motion 2022-12-4D) Date last reviewed: December 12, 2022

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

4.7.1 Objective setting and annual performance evaluation

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



~~(6)~~ Timelines for setting and assessing the CEO's annual objectives may be adjusted, as appropriate, in years when a CEO departs Engineers Canada, and a new CEO is hired. Objectives shall be presented to the Board within 12 months of the CEO's hire date.

Commented [JBM1]: Addition proposed to accommodate CEO onboarding when needed. The latter sentence ensures that there is a reasonable limit to the time taken to set the objectives.

~~(6)~~~~(7)~~ In assessing the CEO's accomplishment of their objectives, HR Committee members will use guidelines, established annually, for consistency and objectivity.

~~(7)~~~~(8)~~ HR Committee members will meet in early December to discuss their findings and finalize their report for presentation to the Board at an in-camera session during the ~~February-Winter~~ Board meeting. The report will contain a recommendation to the Board on the performance bonus to be awarded to the CEO (up to 10 per cent of annual salary).

~~(8)~~~~(9)~~ Following the Board meeting, the HR Committee chair, the Past President (if different from the HR Committee chair), the President, and the President-Elect will meet with the CEO to advise of the performance bonus to be awarded. This meeting will also serve to ensure that the CEO is clear on their expectations for the year, to share general feedback from the interviews and to revisit, if required, opportunities for growth and development.

4.7.2 Annual compensation review

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



6 Engineers Canada Board committees and task forces

6.2 Board, committee, and task force chair assessment

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

Review period: Biennial

Date of latest amendment: December 12, 2022 (Motion 2022-12-4D)

Date last reviewed: December 12, 2022

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

Commented [JB1]: This sentence has been updated to reflect broader objectives related to the chair's contribution to the organization and members that it serves. Effective organizational governance would include efficient use of volunteer time.

(1)(2) This policy applies to the chairs of the:

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

Commented [JB2]: This point has been merged with the goals below to reduce redundancy.

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

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

(4) Chair performance should be evaluated against the Chair roles and competencies outlined in Board policy 6.1, Board committees and task forces. Additional details specifically related to the CEAB and CEQB chair roles are listed in policies 6.9 and 6.10 respectively.



6.2.1 Chair responsibilities

(1) Chairs work closely with Engineers Canada staff and provide leadership to their committees.

They are responsible for:

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

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

6.2.2 Chair competencies

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

- a) Ability to build consensus;
- b) Understanding and ability to work within the Engineers Canada governance model;
- c) Understanding of the broader strategic context;
Communications skills and relationship management with key internal and external interest holders including the CEAB, the CEQB, the Regulators, the CEO Group, the officials' groups and Engineers Canada staff; and,
- d) Work ethic, commitment, and ability to meet deadlines.

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

6.2.36.2.1 Informal assessment process

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

Commented [JB3]: This list is already captured in Board policy 6.1.

A reference to the list in BP 6.1 has been added above so that the repetition can be deleted here. Maintaining the same information in two policies becomes problematic when the policies are reviewed separately.

Commented [JB4]: As with the Chair responsibilities list above, this list is already captured in Board policy 6.1.

A reference to the list in BP 6.1 has been added above so that the repetition can be deleted here. Maintaining the same information in two policies becomes problematic when the policies are reviewed separately.



6-2-46.2.2 Formal assessment process

(1) ~~The chair assessment process is done annually via peer-assessments, delivered by electronic survey. Chair assessments shall be the responsibility of the HR Committee. The assessment shall be conducted through an anonymous questionnaire and may be supported by an external consultant.~~

(1)(2) using the following process:

a) The HR Committee ~~will review and approve the structure and content of the questionnaire prior to the late fall Board meeting, shall prepare draft questionnaires for the chair assessments.~~

b) ~~The proposed questionnaires will be presented to the Board at the December Board meeting for review and approval.~~

c) The questionnaires will generally be distributed after the late fall December meeting and Directors and committee members shall complete the questionnaire(s) within two weeks of receipt.

d) All committee members and Directors will be asked to peer review any chairs with whom they work in the given year.

e) Individual results will be tabulated and provided to each individual chair and reviewed by the President-Elect.

f) The President-Elect may arrange individual ~~meetings or phone conversations~~ discussions with chairs to discuss the results. The agenda for these meetings may include:

- i. Discussion of past performance, level of contribution, areas for improvement, and potential supports required by the chair (e.g. training);
- ii. Identification of the chair's interests in future Board activities, as well as succession opportunities and suggestions; and,
- iii. An outline of next steps or agreement on an action plan.

g) The President-Elect may present the overall implications of the assessments and conversations to the:

- i. HR Committee to inform the nomination process for Board committees, and
- ii. The Past President to inform the nomination process for President-Elect.

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

Commented [JB5]: This section has been updated to align with recent updates to the Board and Director assessment policies.

Commented [JB6]: At times, the HR Committee may opt to survey the staff support in addition to peers.

Commented [JB7]: In December 2023, the Board and Director assessment policies were updated so that it would be the HR Committee and not the Board that approved the annual survey questions.

BRIEFING NOTE: For decision

Chair assessment surveys		4.8
Purpose:	To approve content of the survey for the 2024-2025 chair assessment survey	
Link to the Strategic Plan/Purposes:	Board responsibility: Ensure that policies and processes are established to monitor and enhance Board effectiveness	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<i>THAT the Board, on recommendation of the HR Committee, approve the content of the 2024-2025 chair assessment survey.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Nancy Hill, Past President and HR Committee Chair	

Problem/issue definition

- The Board has established through Board policy 6.2, *Board, Committee, and Task Force Chair Assessment* (policy 6.2), a formal process to assess Board, committee, and task force chairs on an annual basis.
- The Human Resources (HR) Committee is responsible for the annual assessment process on the Board's behalf.
- In 2023, the HR Committee engaged governance consultants, *tng*, to update the assessment questions, administer the survey, and prepare the assessment reports for circulation to the chairs by the President-Elect.
- At its meeting on September 5, 2024, the HR Committee endorsed once again engaging *tng* and reusing the assessment questions used in 2023, attached as Appendix 1.

Proposed action/recommendation

- That the survey be approved for circulation to members of the Engineers Canada Board and its standing committees, the Canadian Engineering Accreditation Board (CEAB) and the Canadian Engineering Qualifications Board (CEQB).
- That the President-Elect will review and deliver the assessment results as outlined in policy 6.2.
- This briefing note will be for information only if under agenda item 4.5 the Board approves the proposed revision to Board policy 6.2, *Board, committee, and task force chair assessment*, that gives the HR Committee authority to approve the content and structure of the chair assessment.

Other options considered

- No other options have been considered at this time given that the assessment is set out in Board policy.

Risks

- As with any form of assessment, there are limitations to peer assessments. Respondents may have a limited view of the chairs' work and/or implicit biases that may skew the results.
- Conflicting responses may also confuse the feedback being shared with the chair.
- Delivery of the assessment results is the responsibility of the President-Elect. Constructive feedback delivery is a specialized skill that requires years of experience, and this responsibility may not be suited to every President-Elect.

Financial implications

- The costs of administering the surveys as presented have been accounted for within the 2024 budget and have been reviewed by the HR Committee.

Benefits

- Peer feedback will help the chairs better understand their strengths from which they can build and areas for improvement that they may be able to address through development opportunities.
- Chair development will increase the effectiveness of Engineers Canada's governance systems.
- The assessments inform the President-Elect of the strengths, weaknesses, abilities, and desires of current Board and committee chairs to be used for succession planning.

Consultation

- The following suggestions emerged through informal feedback:
 - Any rating below "Good" should be coupled with a question asking why the rating was given.
 - The survey be set up so that Directors are only able to rate the Board chair and the chair(s) of the committee(s) in which they are serving.
- These recommendations have been accounted for in the proposed survey. To address the latter suggestion, Directors will receive separate surveys for each committee in which they serve.

Next steps (if motion approved)

- Upon Board approval, the assessment surveys will be circulated to Directors and committee members for completion. The survey will be open for two full weeks.
- Once the survey closes and tabulated reports have been prepared, the President-Elect, or designate, will review and deliver the reports to the chairs.

Appendix

- **Appendix 1:** Structure and content of the 2024-2025 chair assessment survey

Appendix 1 – Proposed structure and content for the 2024-2025 chair assessment survey

Subject of assessment	Survey recipients
Canadian Engineering Accreditation Board (CEAB) chair	CEAB committee members, Engineers Canada Board
Canadian Engineering Qualifications Board (CEQB) chair	CEQB committee members, Engineers Canada Board
Finance, Audit, and Risk (FAR) Committee chair	Committee members, Engineers Canada Board
Governance Committee chair	Committee members, Engineers Canada Board
Human Resources Committee chair	Committee members, Engineers Canada Board
Engineers Canada Board chair	Engineers Canada Board, CEAB and CEQB chairs

Introduction

Welcome to Engineers Canada’s enhanced annual chair assessment survey!

The annual chair assessment survey provides an opportunity for chairs to reflect on their contributions to the committee and Board through feedback from their colleagues part-way through their one-year terms. It also provides the President-Elect with insights that help with Board, committee, and task force chair succession planning.

This assessment was designed for Engineers Canada in accordance with Board policy 6.1, *Board Committees and Task Forces* and 6.2, *Board, Committees, and Task Force Chair Assessment*, and based on well-established governance standards. The survey is being administered by not-for-profit governance experts, *tng* (www.tngleaders.com).

You will have an opportunity to provide comments at the end of the survey. Please provide feedback for any areas that you rated “Acceptable” or lower, as well as any positive observations you would like to highlight.

How will the results be used?

Following the close of the survey period, the survey results will be compiled by *tng*.

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

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

Unless otherwise marked as confidential for the President-Elect or their designate only, open-ended feedback is anonymously shared with the chair being assessed.

Please ensure that comments are typed out in full and refrain from using “as above”, etc.

Please provide your full name and email address. (This information is for *tng*’s respondent validation and data sorting purposes only. It will not be associated with your survey responses.)

Full Name (first last):

Email Address:

Measuring the chair’s performance

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

5 – Very good; 4 – Good; 3 – Acceptable; 2 – Poor; 1 – Very poor

You will have an opportunity to provide a comment to accompany each rating.

	EC President	Chair of GC	Chair of HR	Chair of FAR	Chair of CEAB	Chair of CEQB
1) Effective Agenda - Ensures an effective agenda that addresses the committee's terms of reference and work plan.						
2) Well Prepared - Demonstrates that they are well prepared for the meeting’s agenda.						
3) References Policy - Understands and references Board policies that relate to the work of the group.						
4) Facilitates Engagement - Sets and maintains conditions for an engaging and effective meeting.						
5) Encourages Contribution - Encourages every group member to contribute to the discussions.						
6) Balances Input - Ensures that no group member dominates the discussion at the expense of others.						
7) Builds Relationships - Maintains an open and productive working relationship with all group members.						
8) Partners with Staff - Maintains an open and productive working relationship with staff supporting the group.						
9) Addresses Disruptive Behaviour - Addresses behaviour that is disruptive to the group process. (if/when any occurs).						

	EC President	Chair of GC	Chair of HR	Chair of FAR	Chair of CEAB	Chair of CEQB
10) Actionable Outcomes - Supports the group to make recommendations that lead to actionable outcomes.						
11) Interface with Board of Directors - Provides effective communication and linkage between the group and the Board of Directors.						
12) Interface with Other Stakeholders - Provides effective communication and relationship management with external stakeholders (e.g. with the CEAB, the CEQB, the Regulators, the CEO Group, the officials' groups and Engineers).						
13) Continuous Improvement – Seeks out and is responsive to feedback that fosters continuous improvement.						

Measuring chair competencies

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

5 – Very good; 4 – Good; 3 – Acceptable; 2 – Poor; 1 – Very poor

You will have an opportunity to provide a comment to accompany each rating.

	EC President	Chair of GC	Chair of HR	Chair of FAR	Chair of CEAB	Chair of CEQB
14) Chair is familiar with the organization's guiding governance documents (articles, Bylaw, policies, procedures, rules, etc.).						
15) Chair is familiar with the group's mandate, terms of reference and work plan.						

	EC President	Chair of GC	Chair of HR	Chair of FAR	Chair of CEAB	Chair of CEQB
16) Chair is familiar with the broader strategic context that influences the work of the organization and the group.						
17) Chair appears confident in the role they're expected to play.						
18) Chair add significant value to the success of the group.						
19) Chair respects and values each group member's contribution.						
20) Group members respect and value the Chair's contribution.						
21) Overall, with support of the Chair's leadership, the group adds significant value to the success and sustainability of the organization.						

General comments

Would you like to provide other feedback or input to support continuous improvement.

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

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) 2025 work plan		4.10
Purpose:	To approve the 2025 CEAB work plan	
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs Core purpose 7: International mobility	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<i>THAT the Board approve the 2025 CEAB work plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation and Secretary, CEAB	
Presented by:	Jeff Pieper, Chair, CEAB	

Problem/issue definition

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

Proposed action/recommendation

- That the work plan be approved as presented. The plan includes accreditation visits and decisions, provision of advice to the Washington Accord delegation, and continual improvement activities.
- The CEAB has considered the direction of Engineers Canada’s Strategic Priority 1.1 to *Investigate and Validate the Scope and Purpose of Accreditation* and presents a work plan which balances the need to address errors, flaws, and major inefficiencies in the accreditation system with the direction emerging from the Futures of Engineering Accreditation’s (FEA) Path Forward Report. At least three workplan items could be considered complementary to, but separate from, FEA’s potential direction:
 - Study trends in Graduate Attribute and Continual Improvement criteria compliance and findings to identify where the CEAB should take action (complements FEA recommendation 4: Mandate a shift to outcomes-focused accreditation);
 - Action recommendations from the CEAB thought paper: *Reconsideration of Specific AUs in the assessment of engineering programs* (complements FEA recommendation 8: alternate ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals); and
 - Reconcile the Questionnaire, GA/CI rubrics, and accreditation criteria regarding the necessity for programs to classify the instructional level of content relating to one or more graduate attribute in each course across progression categories introductory (I), intermediate development (D), and advanced application (A) (complements FEA recommendation 4: Mandate a shift to outcomes-focused accreditation).

While not necessarily complementary, the other workplan items do not work against FEA's potential direction.

- As major CEAB policy work has been paused while Strategic Priority 1.1 to *Investigate and Validate the Scope and Purpose of Accreditation* is underway, the Engineers Canada Board has not yet made decisions related to the Futures of Engineering Accreditation's Path Forward Report. While not formally defined, one can infer that 'Major policy work' is that which impacts accreditation criteria. No changes to criteria are being contemplated in the proposed workplan.

Other options considered

- Undertake only operational work related to accreditation visits and the annual Accountability in Accreditation evaluation process. This option would not address errors, flaws, and major inefficiencies in the accreditation system.

Risks

- Without having reviewed and approved the work plan, the Engineers Canada Board is unable to monitor the work of the CEAB, one of its four (4) Direct Reports, resulting in diminished Regulator confidence.
- If the work plan is not approved, there is a risk that accreditation visits are not completed and that interest holders become frustrated that the CEAB is not fulfilling their mandate. Also, there is a risk that CEAB volunteers might become disengaged, which could negatively affect the timeliness and quality of CEAB work.

Financial implications

- All work plan items are accounted for in the proposed 2025 budget.

Benefits

- The CEAB will fulfill its mandate to conduct accreditation business and develop and maintain accreditation criteria, policies, and procedures.
- The workplan addresses errors, flaws, and major inefficiencies in the accreditation system.
- Deliverables may inform later Futures of Engineering Accreditation work.

Consultation

- The Board was consulted on the development of the plan at its meeting in June when presented with a recommendation to resume policy work; and in October when presented with the draft workplan.
- The annual workplan is informed by:
 - Ongoing operational work (accreditation visits)
 - Feedback from EDC, CFES, and other interest holders.
 - 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

Next steps

- CEAB to execute the work plan.

Appendix

- **Appendix 1:** 2025 CEAB work plan

CEAB work plan 2025

Item		
Accreditation decisions	Visit date	Decision date (2025)
Royal Military College (1 program)	October 27-29, 2024	June
Université du Québec à Rimouski (3 programs)	October 27-29, 2024	June
Concordia University (8 programs)	November 3-5, 2024	June
University of British Columbia (9 programs)	November 3-5, 2024	June
University of Ottawa (7 programs)	November 10-12, 2024	June
Université de Sherbrooke (2 programs)	November 10-12, 2024	June
Toronto Metropolitan University (8 programs)	November 10-12, 2024	June
Western University (4 programs)	November 17-19, 2024	June
York University (5 programs)	November 18-19, 2024	June
University of Calgary (6 programs)	November 24-26, 2024	June
McMaster University (8 programs)	November 24-26, 2024	June
University of Windsor (5 programs)	January 19-21, 2025	June
University of Guelph (7 programs)	January 26-28, 2025	June
Laurentian University (3 programs)	February 9-11, 2025	June
Queen’s University (11 programs, including one new program)	February 9-11, 2025	June
Université du Québec à Trois-Rivières (1 program)	February 16-18, 2025	June
Conestoga College (1 program)	February 19-21, 2025	June
Université du Québec en Abitibi-Témiscamingue (3 programs)	February 23-25, 2025	June
University of Ontario Institute of Technology (3 programs)	March 2-4, 2025	June
Algonquin College (1 new program)	June 8-10, 2025	September
Seneca College (1 new program)	June 11-13, 2025	September
International monitoring	Participant(s)	Date
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June 8-13 Merida, Mexico
Criteria, policies, and procedures	Responsible	Due date
Implement Tandem for accreditation (Engineers Canada’s new web-based data management system).	Policies and Procedures Committee CEAB members	Ongoing
Accountability in Accreditation (AinA) <ul style="list-style-type: none"> Study and prioritize the findings from the 2024 report Collect data for the 2025 report 	AinA Committee P&P Committee CEAB	Ongoing
Consider final recommendations to close gaps in the <i>Interpretive statement on curriculum content for options and dual discipline programs</i> .	P&P Committee	February <i>(continued from 2024)</i>
Approved revised matrix for decision making: Risk based trajectory decision and associated policies, procedures, and templates.	P&P Committee CEAB	June <i>(continued from 2024)</i>
Study trends in Graduate Attribute and Continual Improvement criteria compliance and findings to identify where the CEAB should take action.	CEAB	December <i>(continued from 2024)</i>
Consider adding a new clause to “Appendix 1” of the CEAB Accreditation Criteria and Procedures book, “Regulations for granting transfer credits,” to stipulate that up to 112 Accreditation Units (AUs) can be allocated without a validation procedure for complementary studies at 3-year technical CEGEP programs.	P&P Committee CEAB	June

Action recommendations from the CEAB thought paper: <i>Reconsideration of Specific AUs in the assessment of engineering programs.</i>	P&P Committee CEAB Engineers Canada Board	December
Reconcile the Questionnaire, GA/CI rubrics, and accreditation criteria regarding the necessity for programs to classify the instructional level of content relating to one or more graduate attribute in each course across progression categories introductory (I), intermediate development (D), and advanced application (A).	P&P Committee CEAB	December
Develop more robust procedures related to 'focused visits.'	P&P Committee CEAB	December
2025-2029 Strategic plan	Responsible	Due date
Monitor and contribute to the <i>Realizing accreditation and academic assessments</i> strategic direction when/how requested.	CEAB members	Ongoing

BRIEFING NOTE: For decision

Canadian Engineering Qualifications Board (CEQB) 2025 work plan		4.12
Purpose:	To approve the 2025 CEQB work plan	
Link to the Strategic Plan/Purposes:	Core purpose 3: Providing services and tools	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<i>THAT the Board approve the 2025 CEQB work plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications, and Secretary, CEQB	
Presented by:	Frank Collins, Chair, CEQB	

Problem/issue definition

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

Proposed action/recommendation

- That the work plan be approved.

Other options considered

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

Risks

- Without having reviewed and approved the work plan, the Engineers Canada Board is unable to monitor the work of the CEQB, one of its four (4) Direct Reports, resulting in diminished Regulator confidence.
- If the work plan is not approved, there is a risk that:
 - Regulators will be frustrated that Engineers Canada does not follow Regulators’ guidance, which could negatively affect their responsiveness when providing consultation feedback and their use of CEQB products.
 - CEQB volunteers who have contributed to its development may also become disengaged, which could negatively impact the timeliness and quality of products.

Financial implications

- All work plan items are accounted for in the proposed 2025 budget.

Benefits

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

Consultation

- The proposed 2025 CEQB Work plan has not substantively changed since its original presentation to the CEQB at its meeting in September, as no further feedback was received between the time it was presented to the Board for information and the December Board meeting.
- The draft work plan was presented to the Engineers Canada Board at their October 10, 2024 meeting.

Next steps

- CEQB to execute the work plan.

Appendices

- **Appendix 1:** 2025 CEQB work plan

CEQB work plan 2025

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 2024 priorities that will be carried forward in 2025 and propose 2025 priorities based on received feedback from officials' groups.

A. Priorities carried forward from previous years

Item	Requested by	Work plan	Anticipated completion
Creating a new Engineers Canada paper on emerging disciplines	NAOG, NPOG	2023	May 2025
Creating a new Engineers Canada paper on the ethical use of groundbreaking technologies	NPOG	2024	October 2025
Review of the 2012 Public guideline on the practice of engineering in Canada	NPOG	2024	May 2025
Review of 2018 Regulators guideline on academic assessment of non-CEAB applicants	NAOG	2024	May 2025

B. Additional 2025 priorities

Item	Requested by	Date of request	Anticipated completion
Review of the 2018 Public guideline on qualified persons in demand-side legislation	NPOG	2024	October 2026
New Guideline on regulatory engineers and public accountability (contingent on previous item)	NPOG	2024	May 2027
CEQB also plans to take on substantial outreach activities based on 2024-5 work, including the development of short-format resources, conference presentations, and interest holder engagement.	CEQB, NAOG, NDEOG	2024	December 2025

C. Ongoing review of examinations syllabi and associated textbooks

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

D. New review of examinations syllabi and associated textbooks

Item	Anticipated completion
2018 Environmental engineering syllabus	January 2026
2018 Geological engineering syllabus	January 2026
2018 Geomatics engineering syllabus	January 2026