***FINAL* AGENDA**

210th ENGINEERS CANADA BOARD MEETING

October 1, 2021 | 10:00am – 5:00pm ET

Virtual delivery | Zoom details are provided via outlook calendar invitation

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

1.	**Opening**
	1.1 Call to order and approval of agenda – D. Chui (pages 4-5) *THAT the agenda be approved and the President be authorized to modify the order of discussion.*
	1.2 Declaration of conflict of interest (pages 6-7)
	1.3 Review of previous Board meeting – D. Chui (pages 8-9) a) Action item list b) Board attendance list
2.	**Executive reports**
	2.1 President's report – D. Chui (pages 10-11)
	2.2 CEO update – G. McDonald (verbal)
	2.3 Q2 Interim Strategic Performance Report to the Board – F. George, P. Lafleur, G. McDonald (pages 12-33)
	2.4 CEO Group report – K. King (pages 34-38) a) May meeting presentation slides b) Verbal update from the September meeting to be provided onsite
	2.5 Presidents Group report – L. Spence (pages 39-45) a) May meeting presentation slides b) Verbal update from the September meeting to be provided onsite
3.	**Consent agenda**
	Board members may request that an item be removed from the consent agenda for discussion. *THAT the consent agenda motions listed below (3.1 to 3.3) be approved in one motion.*
	3.1 Approval of minutes (pages 46-59) *a) THAT the minutes of the May 28, 2021 Board meeting be approved.* *b) THAT the minutes of the June 14, 2021 Board meeting be approved.*
	3.2 Approval of committee work plans (pages 60-72) *a) THAT the Board approve the 2021-2022 Finance, Audit, and Risk Committee work plan.* *b) THAT the Board approve the 2021-2022 Governance Committee work plan.* *c) THAT the Board approve the 2021-2022 Human Resources Committee work plan.*
	3.3 National Position Statements (pages 73-86) *a) THAT the following updated National Position Statements be approved:* *i. Qualified Person vs Professional Engineer* *ii. Science, Technology, Engineering, and Mathematics (STEM) Education*
4.	**Board business/required decisions**
	4.1 Draft budget (presented as information for discussion) – N. Hill (pages 87-116)
	4.2 Board policy updates – M. Wrinch (pages 117-140) *THAT the Board, on recommendation of the Governance Committee, approve the following revised Board policies:* *i. 1.1, History* *ii. 2, Definitions* *iii. 4.4, Confidentiality* *iv. 5.1, Relationship with the Engineering Regulators* *v. 5.2, Treatment of staff and volunteers* *vi. 7.7, Investments*

4.3 CEAB volunteer recruitment and succession plan – P. Lafleur (pages 141-145)
THAT the Board approve the 2022-2023 CEAB volunteer recruitment and succession plan.

4.4 CEQB volunteer recruitment and succession plan – F. George (pages 146-150)
THAT the Board approve the 2022-2023 CEQB volunteer recruitment and succession plan.

4.5 Accreditation criteria and procedures – P. Lafleur (pages 151-174)

a) THAT the Board, on recommendation of the CEAB, approve the following, for inclusion in the 2022 Accreditation Criteria and Procedures Report:
   i. the revised definition of "Engineering Design" as it relates to Graduate Attribute 4: Design and criterion 3.4.4.5

b) THAT the Board, on recommendation of the CEAB, approve the following, for inclusion in the 2021 Accreditation Criteria and Procedures Report:
   i. the revised Appendix 10 (Confidentiality: policies and procedures)
   ii. the revised Appendix 16 (Procedures for formal review of an Accreditation Board decision to deny accreditation)

4.6 Delivery format of the late fall (December) Board meetings – G. McDonald (pages 175–176)
THAT the Board, on recommendation of the CEO, agree to hold its late fall (December) Board meetings virtually, commencing in 2022.

5. Reports

5.1 CEAB – P. Lafleur (slides and pages 177-180)
- Draft work plan

5.2 CEQB – F. George (slides and pages 181-187)
- Draft work plan

5.3 FAR Committee – N. Hill (slides)

5.4 Governance Committee – M. Wrinch (slides)

5.5 HR Committee – J. Boudreau (slides)

5.6 Board's 30 by 30 Champion – K. Reid (slides)

5.7 Annual advocacy report – G. McDonald (pages 188-192)

6. Other business

7. Next meetings

Board meetings

- December 13, 2021 (TBD: Ottawa, ON/virtual)
- February 25, 2022 (Ottawa, ON)
- April 6, 2022 (virtual)
- May 27-28, 2022 (Toronto, ON)
- June 13-14, 2022 (Mont-Tremblant, QC)
- September 30, 2022 (Ottawa, ON)

2021-2022 committee meetings

- HR Committee: October 5, 2021 (virtual)
- FAR Committee: October 21, 2021 (virtual)
- Governance Committee: November 17, 2021 (virtual)
- FAR Committee: December 14, 2021 (Ottawa, ON)
- HR Committee: December 14, 2021 (virtual)
- FAR Committee: February 24, 2022 (Ottawa, ON)
- Governance Committee: March 14, 2022 (virtual)
- FAR Committee: March 16, 2022 (virtual)
- HR Committee: March 29, 2022 (virtual)
- FAR Committee: May 12, 2022 (virtual)

8.	**In-camera sessions**
	8.1 Board Directors, Direct Reports, CEO Group Advisor, and staff *THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, the Engineers Canada CEO, the chairs of the CEAB and CEQB, the CEO Group Advisor to the Board, the Secretary, and the Governance Administrator.*
	8.2 Board Directors and CEO *THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, and the Engineers Canada CEO.*
	8.3 Board Directors only *THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors.*
9.	**Closing** (motion not required if all business has been completed)

Board support document

Rules of order

Excerpt from Board Policy Manual (Board policy 7.8, *Rules of Order*).

Meetings will be conducted in an orderly, effective fashion, led, and defined by the Chair in accordance with the Robert's Rules of Order unless otherwise described below:

1. Bylaws rule in any case of inconsistency
2. Meeting is called to order once quorum (majority of total # of Directors) is reached, as close to the scheduled meeting time as possible
3. All Board members are treated with dignity, respect, courtesy, and fairness
4. Discussion and debate shall be relevant to the issue under consideration
5. Discussion may not occur until a motion is moved and seconded
6. The Presidents develop the agenda, and the preliminary agenda is provided to the Board two months in advance of the meeting with opportunity to provide additions
7. Agenda books are posted 14 days in advance of the Board meetings
8. Briefing notes are included for every agenda item to summarize the topic and state the resolution
9. Unanimous consent is required to add agenda items at the meeting
10. Actions and decisions require motions:
    a. The President may not move or second motions, or engage in debate
    b. The President may vote on any matter
    c. One motion to amend a motion is acceptable, third-level amendments are not accepted
    d. Motions can be referred to a committee, postponed, or tabled, and if carried will set the motion aside
11. The President sets the allowable time to speak to a pending motion (typically 2 mins, with chance to speak again with new content only)
12. Motion votes occur after debate ends but any Director can move for an immediate vote and if carried, shall end the discussion and the vote will be taken
13. Majority vote rules aside from the matters set out in the Bylaws that require two-thirds
14. Requests may be made to have votes on the record
15. Motion to adjourn may be made by any Director, or at the conclusion of the meeting, declared by the President once all business is complete
16. Robert's Rules of Order is consulted as the resource guide for any new rules being considered

Meeting norms

Virtual participation:

- Participants should "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 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 your 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 your 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. 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.
2. 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 Chair reserves the right to allow additional chances to speak, as necessary.
3. Restating or reiterating the same point is strongly discouraged.
4. 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.
5. At the opening of the meeting, the meeting chair will announce which individual will be monitoring the show of hands. Participants are asked to be patient, as it might not always be possible to determine the true order in which hands are raised. The chair will, however, try to ensure that anyone with a raised hand has their point addressed.
6. For all motions, the meeting chair will call for negative votes and abstentions 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 the Chat box for technical support.

Board support document

Conflicts of interest

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

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

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

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

Handling conflicts of interest

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

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

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

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

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

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

[1] Section 141(1) and (2) of the CNCA
[2] Section 141(9)(a) of the CNCA

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

What perceptions could others have?

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

Step 3 – Is the duty to disclose triggered?

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

Disclosure must be made of the nature and extent of the interest that you have in the contract or transaction (or proposed contract or transaction).[4] The limited case law dealing with the nature and scope of the disclosure required by a conflicted Director suggests that disclosure must make the other Directors fully informed of the real state of affairs (e.g. what your interest is and the extent of the interest).[5] It will rarely suffice to simply declare that you have a conflict of interest.

Step 4 – What next?

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

3 Section 141(1) of the CNCA
4 Section 141(1) and 141(9)(b) of the CNCA
5 *Gray v. New Augarita Porcupine Mines Ltd.,* 1952 CarswellOnt 412 (Jud. Com. of Privy Coun.)
6 Section 141(5) of the CNCA

Engineers Canada Board of Directors action log

	Meeting date	Action	Responsible	Due date	Update
1.	Feb 24, 2021	Staff to follow up on the independent practice rights for technologists with Regulators to determine if it should be operationalized under the current Strategic Plan.	Staff / CEO Group	N/A	Although not included as part of the 2022-2024 Strategic Plan, the CEO Group has agreed to make this a standing agenda item at their regular meetings.

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Last updated: September 15, 2021	Alison Anderson	Arjan Arenja	Natasha Avila	Kathy Balg	Anne Baril	Maxime Bellefête	Victor Benz	Jean Boudreau	Danny Chui	Geoff Connolly	Ann English	Nancy Hill	Stormy Holmes	Sudhir Jha	Tim Joseph	Dawn Nedohin-Macek	Kelly Reid	Darlene Spracklin-Reid	Marisa Sterling	Jane Tink	Nicolas Turgeon	Mike Wrinch	Chris Zinck
Board Meetings																							
June 14, Virtual	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board on Board Leadership Program																							
Ongoing access	✓	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4 Seasons training																							
Ongoing access	✓			✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
CEAB																							
June 5-6, Virtual									✓						✓								
CEQB																							
July 24, VIrtual														✓									✓
FAR Committee																							
June 14, Virtual	✓		✓			✓	✓					✓							✓				✓
August 13, Virtual	✓					✗	✓		✓			✓											✓
Governance Committee																							
June 14, Virtual		✓			✓			✓	✓	✓			✓								✓	✓	
September 15, Virtual		✓			✓			✓	✓	✓	✓										✓	✓	
HR Committee																							
May 29, Virtual				✓				✓	✓							✓				✗			

Attendance Required	✓
Attendance Not Required / Completed	✓
Attendance for Partial Meeting / In progress	✓

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President's Report - June 1 to August 18, 2021 by D Chui

June 1 – August 18, 2021

A standing half-hour meeting on Tuesday mornings is scheduled with Gerard McDonald on the Microsoft Teams meeting platform to update each other the activities over the week. This meeting is usually attended, unless there is a conflict, and the meeting is moved to another agreed upon time.

June 5 – attended 170th CEAB virtual meeting. It is evident, as reported by James Olson, Dean of UBC, that EDC still has significant concerns with female enrolment, student mental health, and diversity and inclusion being included in accreditation criteria.

June 7 – participated in Engineers Canada June Workshop dry-run (session one).

June 9 – participated in PEGNL virtual AGM dry-run.

June 10 – participated in Engineers Canada June Workshop dry-run (session two).

June 11 – attended PEGNL virtual AGM and delivered greetings on behalf of Engineers Canada.

June 14 - attended the first Board meeting of the 2021-2022 year to confirm Board committee and other Director role appointments; briefly attended the Governance and FAR Committee meetings where chairs were selected, and work plans were approved. Mike Wrinch was elected as Chair of the Governance Committee and Nancy Hill as Chair of the FAR Committee. In the afternoon, I provided welcoming remarks to all returning and new Directors at the team building session, and I attended the EDI training session focused on "Unconscious Bias to Inclusive Leadership".

June 15 – attended the second day of the two-day workshop, where the Engineers Canada Board met to review the plans for implementing the approved 2022-2024 strategic priorities. Directors provided valuable feedback to staff, which will be used for the work to begin in 2022. I gave closing remarks and thanked both staff for their work in guiding Directors for the planning exercise and Directors for their participation.

June 16 – provided a recorded greeting for the 30 by 30 virtual conference. Due to a time conflict, I could not attend the 30 by 30 conference on June 16, however over 300 people registered to attend the session focused on "Integrating diversity, equity, and inclusion into engineering practice and education", moderated by five (5) high-profile individuals from across the country. The 30 by 30 virtual conference was scheduled over four (4) Wednesdays in June (June 2, 9, 16, and 23).

June 18 – joint meeting with Bob Dony, Jason Ong, Jim Landrigan, Beryl Strawczynski, Stephanie Price, Mya Warken, Cliff Knox, and Gerard McDonald to prepare for the annual International Engineering Alliance (IEA) meetings.

June 24 – attended the International Engineering Alliance (IEA) subgroup meetings of International Professional Engineers Agreement (IPEA) and Asia-Pacific Economic Cooperation Engineers Agreement (APEC) to vote on behalf of Engineers Canada. Scheduled review of members included Engineers Ireland, Malaysia, Philippines, and Indonesia. A special thanks to Beryl Strawczynski for preparing the briefing notes to navigate the agenda for important items to be considered.

June 29 – attended the first day of training for chairing virtual meetings; the Virtual Facilitative Chair Workshop. The topics on day one included Behaviours of a Facilitative Chair; What it Takes to Successfully Show Up Virtually; and Facilitative Strategies for Effective Decision-Making.

July 9 – participated in the second day of training for the chair on virtual meeting, focused on Enhancing Participant Engagement.

August 13 – attended the FAR Committee's virtual meeting to discuss the draft budget for 2022, including the proposed Per Capita Assessment change from $10.21 to $8.00 for 2024. Nancy Hill will provide the update under item 4.1.

August 16 – attended the 3P meeting to discuss the draft agenda for the October 1 virtual Board meeting.

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BRIEFING NOTE: For information

Q2 Interim Strategic Performance Report to the Board	2.3
Purpose:	To provide an interim report on the progress against the Strategic Plan
Link to the Strategic Plan/Purposes:	Board responsibility 1: Hold itself, its Directors, and its Direct Reports accountable Board Responsibility 3: Provide ongoing and appropriate strategic direction
Link to the Corporate Risk Profile:	Governance (strategic risk)
Prepared by:	Frank George, Chair, CEQB Pierre G. Lafleur, Chair, CEAB Gerard McDonald, Chief Executive Officer
Presented by:	Gerard McDonald, Chief Executive Officer

Background

- In September 2018, the Board provided the following direction for interim strategic reporting progress against the 2019-2021 Strategic Plan:
  - Interim performance reports to be provided by the CEO and chairs of the CEAB and CEQB at the May, October, and December Board meetings.
  - Annual performance report to be provided to the Board in February and to the Members in May.
  - The CEO and chairs of CEAB and CEQB to provide their assessment of the probability of achieving the intended outcomes for each strategic priority and operational imperative as defined in the strategic plan, by the end of the strategic plan period (2021).
  - Comments are required for any item with a probability of achievement below 90 per cent.
  - A single page scorecard with supporting pages for each strategic priority and operational imperative to be provided.
  - The Board would challenge the CEO and chairs, focusing on the exception areas (where confidence is below 90 per cent).
  - Reporting templates and process to be adapted and improved based on our experience with their use.
- The interim report supports the Board to monitor the work of its Direct Reports, resulting in increased Regulator confidence.

Status update

- This interim performance assessment report covers Q2 of 2021 (April 1 - June 30, 2021).
- It was prepared by the CEO and the chairs of the CEAB and the CEQB, with support from staff.
- One strategic priority and one operational imperative are reporting disruptions this quarter:
  - SP2 *Accountability in Accreditation* is reporting that the intended strategic outcomes may not be achieved. Specifically, the outcome that Higher Education Institutions (HEIs) feel supported in their efforts to incorporate educational innovation, and the outcome regarding HEIs' satisfaction with the CEAB's approach to change may be challenged.
  - OP4 *national programs* missed one operational milestone in Q2: to review the negotiated retention agreement for the Accident & Sickness /Professional Retiree Program. This work has been moved to Q3, and it is still expected that all 2021 objectives will be achieved.

Next steps

- Next steps to be as directed by the Board. Possible actions include:
  - Clarification of progress to date.
  - Changes in implementation and/or operationalization within the Member-approved Strategic Plan.

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Appendices

- **Appendix 1:** 2021-Q2 Interim Strategic Performance Report

Interim Strategic Performance Report: Q2 2021

Strategic priorities	Q1		Q2		Q3	
	Annual objectives	Strategic outcomes	Annual objectives	Strategic outcomes	Annual objectives	Strategic outcomes
SP1 Accreditation Improvement Program	⟫	⟫	⟫	⟫		
SP2 Accountability in accreditation	⟫	⟫	⟫	⟫		
SP3 Recruitment, retention, and professional development of women in the profession	⟫	⟫	⟫	⟫		
SP4 Competency Based Assessment Project	⟫	⟫	⟫	⟫		
Operational imperatives						
OP1 Accreditation	⟫	⟫	⟫	⟫		
OP2 Regulator relationships	⟫	⟫	⟫	⟫		
OP3 Services and tools (QB and NMDB)	⟫	⟫	⟫	⟫		
OP4 National programs (affinity, devolving PIEVC, and IRP)	⟫	⟫	⟫	⟫		
OP5 Advocating to the federal government	⟫	⟫	⟫	⟫		
OP6 Monitoring, researching, and advising	⟫	⟫	⟫	⟫		
OP7 International mobility	⟫	⟫	⟫	⟫		
OP8 Promotion and outreach	⟫	⟫	⟫	⟫		
OP9 Diversity	⟫	⟫	⟫	⟫		
OP10 Protecting official marks	⟫	⟫	⟫	⟫		

Scoring	
Assessment of the progress of the **annual objectives**:	Assessment of the probability of achieving the intended **strategic outcomes** by the end of the strategic plan period:
✔ 100% (i.e. all objectives have been achieved)	✔ 100% (i.e. the outcomes have been achieved)
⟫ 90 to 100% of the initiatives are on track	⟫ 90 to 99% probability of achieving the intended outcomes
⟫ 70 to 89% of the initiatives are on track	⟫ 80 to 89% probability of achieving the intended outcomes
⟫ Some disruption; close monitoring required. 50 to 69% of the initiatives are on track	⟫ 70 to 79% probability of achieving the intended outcomes
⟫ Significant disruption; close monitoring required. The majority of the initiatives are not on track	⟫ 60 to 69% probability of achieving the intended outcomes
❯ Obstacles being encountered that put progress and success at risk; corrective action required	❯ Less than 60% probability of achieving the intended outcomes

SP1: Accreditation Improvement Program

Annual Objectives:

Strategic Outcomes:

Accountability: CEO
Weight: 4 (highest)

Intended outcomes:

- Improved performance of the accreditation management process.
- Improved performance of the Enrolment and Degrees Awarded Survey process.
- Improved stakeholder consultation process associated with accreditation management and Enrolment and Degrees Awarded Survey processes.
- Improved user experience(s) associated with accreditation management and the Enrolment and Degrees Awarded Survey. This includes both operationally and for those stakeholders directly involved in these processes.
- Improved reliability of accreditation and the Enrolment and Degrees Awarded Survey.
- Users are enabled to more quickly adopt changes to the accreditation management and Enrolment and Degrees Awarded Survey Processes.
- Sustainable methods are established to ensure ongoing operational continual improvement.

2021 Objectives:

- Update the data management system based on lessons learned from the prior release.
- Training for all affected stakeholders.
- Capture and incorporate ongoing improvements.
- Implement accreditation management system (Tandem) considering the needs of higher education institutions (HEIs) and Engineers Canada. Plan the transition of the accreditation management system by HEIs, CEAB, and Engineers Canada.
- Design, build, and plan implementation of improvements to Engineers Canada's accreditation volunteer management process, ensuring alignment to the Engineers Canada's volunteer management process.

Achievements in Q1:

- Discovery and configuration of Tandem with Armature (our vendor) to meet accreditation needs, continued from 2020.
- Held the first of five (5) scheduled demos of Tandem for accreditation to the Accreditation Improvement Program (AIP) System Advisory Committee.
- Completed two (2) rounds of internal User Acceptance Testing (UAT) of Tandem for accreditation.
- Initiated implementation, training, and change management planning.
- Released the 2019 *Canadian Engineers for Tomorrow* report, with data collected using Tandem for the second time.
- Collaborated with leadership at Engineering Deans Canada (EDC) to configure improvements to the 2021 Enrolment and Degrees Awarded survey cycle.

Achievements in Q2:

- Discovery and configuration of Tandem with Armature to meet accreditation needs continued.
- Held the two (2) demos of Tandem for accreditation to the AIP System Advisory Committee.
- Continued implementation, training, and change management planning.
- Initiated options analysis for implementation strategy.

Comments:

SP2 Accountability in accreditation

Annual Objectives:

Strategic Outcomes:

Accountability: CEAB
Weight: 4 (highest)

Intended outcomes:

- The criteria established by the CEAB are data-driven, reflect the requirements of the Regulators, and support excellence in engineering education.
- Engineering Regulators are provided with annual, data-driven reporting that demonstrates that the CEAB measures transparency and effectiveness, enabling clarity of conversations around potential improvements and changes.
- Higher education institutions (HEIs):
  - Understand and recognize that the CEAB is taking them through a structured, rigorous, and fair process.
  - Feel supported in their efforts to incorporate educational innovation into their programs in a timely manner.
  - Report greater knowledge and predictability of accreditation visits and decisions, and satisfaction with the CEAB's collaborative approach to change.

2021 Objectives:

- Complete first annual measurement, initiated in 2020.
- Report on the first measurement cycle.
- Review measures and measurement process based on lessons learned or feedback from stakeholders.
- Begin data collection for second measurement cycle.

Achievements in Q1:

- Work is underway on the first report.

Achievements in Q2:

- Data collection for the next cycle launched with document review, and requests to HEIs, Engineers Canada Board, staff, Regulators, and CEAB members.
- Work on the first report continued and will be presented to the CEAB in September.

Comments:

- While most of the intended strategic outcomes are likely to be achieved by the end of the strategic plan period, two (2) outcomes regarding HEIs may not be achieved. Specifically, the outcome that they feel supported in their efforts to incorporate educational innovation, and the outcome regarding satisfaction with the CEAB's approach to change may be challenged.

SP3 Recruitment, retention, and professional development of women in the profession

Annual Objectives:

Strategic Outcomes:

Accountability: CEO
Weight: 4 (highest)

Intended outcomes:

- A national program with high visibility among targeted stakeholders.
- Engineering Regulators are provided the opportunity to fully participate in the program.
- Barriers to entry and retention for women in the profession are understood and mechanisms for addressing them are developed to be applied both nationally and with Regulators in their provinces and territories.

2021 Objectives:

- Complete review and refinement of actions in action plans for recruitment, retention, and professional development.
- Complete roll-out of equity, diversity, and inclusion training for Board, CEOs, CEAB and CEQB.
- Make equity, diversity, and inclusion training module available to Regulators.
- Work with Engineering Deans Canada (EDC) to expand the 30 by 30 network to include all higher education institutions (HEIs).
- Distribute Engendering Success in STEM research results to Regulators and engineering stakeholders.
- Support 30 by 30 working groups.
- Promote DiscoverE Persist series, International Women in Engineering Day, and the memorial on December 6.
- Publish report on Regulator EIT/MIT best practices, licensure assistance programs and employer awareness programs on Engineers Canada's public website.
- Develop a national communication plan for 30 by 30.
- Publish, for the use of the Board and the Regulators, an aspirational scorecard for 30 by 30 with yearly targets.
- Collect and share Regulator best practices.

Achievements in Q1:

- Presented GBA+ report on Regulator EIT/MIT/engineering intern best practices, licensure assistance programs and employer awareness programs to the Board.
- Presented to the Board, for the use of the Regulators, an aspirational scorecard for 30 by 30.
- Shared provincial/territorial Regulator-specific 30 by 30 Discovery reports with each Regulator's CEO and 30 by 30 Champion. Set up meetings to discuss Regulator feedback and use of the scorecard.
- Met with National Practice Officials Groups (NPOG) to begin development of equity, diversity, and inclusion training for engineers.
- Planning continues for the 30 by 30 virtual conference to support sharing of Regulator, post-secondary, and employer best practices.

Achievements in Q2:

- Met with each Regulator's CEO and 30 by 30 Champion to present Regulator-specific 30 by 30 Discovery reports and 30 by 30 scorecards.
- 4-day virtual 30 by 30 conference.
- Hired Catalyst to provide Unconscious Bias and Inclusive Leadership training to the Board, CEOs and Presidents; Board training was completed in June and training for CEOs and Presidents will be completed in September.
- To support the creation of a foundational equity, diversity, and inclusion (EDI) training by the end of 2021, created the Equity, Diversity, and Inclusion Training Task Force with representatives from the Regulators, 30 by 30 Champions, National Society of Black Engineers, Natural Sciences and Engineering Research Council (NSERC), Chairs for Women in Engineering, and EngiQueers Canada. The Task Force held a kick-off meeting and provided feedback on the EDI training proposal.
- Promoted DiscoverE's Persist Series and featured New Brunswick's Amy Winchester, a senior chemical engineer.

Comments:

SP4 Competency Based Assessment (CBA) project

Annual Objectives:

Strategic Outcomes:

Accountability: CEO
Weight: 2

Intended outcomes:

- The administrative burden of processing applicants is reduced for Regulator staff.
- Applicants have greater clarity regarding the engineering work experience requirement and how to report their work experience.
- Applicants and validators report greater confidence in their own assessments.
- Application processing resources are refocused on only those applicants requiring additional assistance.

2021 Objectives:

- The online competency-based assessment system and accompanying Working in Canada seminar are translated to French.
- Project completion and closeout.

Achievements in Q1:

- Held monthly User Steering Group meetings.
- Compiled and shared results of the inter-rater reliability assessment pilot project.
- Confirmed high-level requirements for the French version of the Working in Canada seminar.
- Translation work of the full system began.

Achievements in Q2:

- A request for proposals was released to translate the Working in Canada seminar.
- Translation work on the full system continued and will be provided to Engineers and Geoscientists BC in Q3.

Comments:

OP1 Accreditation

Annual Objectives:

Strategic Outcomes:

Accountability: CEAB
Weight: 3

Intended outcomes:

- Ensure the Canadian accreditation process is credible in the eyes of Regulators, higher education institutions (HEIs), and engineering students to effectively and efficiently accredit Canadian undergraduate engineering programs.

2021 Objectives:

- Conduct accreditation business:
  - Visits to 79 programs (14 new programs) at 17 HEIs (11 English and 6 French).
  - Four (4) program decisions rendered for Canadian undergraduate engineering programs.
- Develop and maintain accreditation policies:
  - General visitor's report template - decision.
  - Definition of engineering design - decision.
  - Amendment to Appendix 3 *Interpretive statement on licensure expectations and requirements* - decision.
  - On-site materials documentation requirements – decision.
  - Revised Policies & Procedures Committee's terms of reference – decision.
  - Develop appropriate ways within the accreditation process to incorporate the goals of the 30 by 30 initiative – final recommendation.
  - Monitor the implementation plan of virtual CEAB visits to new programs.
  - Study how measures taken by programs to respond to the pandemic challenge are supported by the accreditation criteria.

Achievements in Q1:

- Visits to three (3) new programs at three (3) institutions, conducted virtually.
- Definition of engineering design and accompanying interpretive statement finalized based on Consultation input from forty-three (43) individuals, HEIs, organizations, and Regulators.
- The Consultation on the interpretive statement on licensure expectation and requirements closed with comments from eighteen (18) individuals, HEIS, organizations, and Regulators.
- Consultation on required visit materials launched.
- The CEAB met virtually on February 6 and 7, with a meet-and-greet between institutions receiving visits during the 2021/2022 cycle and their team chairs on the second day.
- Task force to respond to the Engineers Canada's "30 by 30" initiative report finalized ahead of the June CEAB meeting.
- Task force to review the Policy & Procedures Committee's (P&P) terms of reference making good progress toward their September deadline.
- Working group on student learning experiences in the age of COVID-19 report received by the CEAB in February. Referred to P&P for further study.
- Task force on virtual visits debriefed after each virtual visit to formulate their recommendations to the CEAB at their June meeting, informing their approach to the 2021/2022 virtual visit cycle.

Achievements in Q2:

- The CEAB met virtually on June 5 and 6 and rendered accreditation decisions on ten (10) programs.
- The CEAB also approved an interpretive statement change to provide more flexibility in curriculum design by removing accreditation barriers to integrating multiple concepts across learning activities throughout the curriculum (as requested by the Engineering Deans Canada (EDC), approved the new definition of engineering design (for approval by the Engineers Canada Board), approved the 30 by 30 report for Consultation, and approved a guide on virtual visits as well as the required visit materials report.
- Attended Dean's Liaison and EDC meetings in May.

Comments:

OP2 Regulator relationships

Annual Objectives:

Accountability: CEO
Weight: 3

Strategic Outcomes:

Intended outcomes:

- Sustain a high level of trust, engagement, and commitment between and among the Regulators.
- Facilitate the information exchange necessary to support a well-informed federation of Regulators that is able to act proactively in the best interests of engineering regulation in Canada.
- Support and facilitate the work of the CEO Group and the national officials groups in the regulation of the profession.
- Make available training materials and content on ethics and professionalism for Regulators' use in the development of their continuing professional development programs.

2021 Objectives:

- Enable networking opportunities for the Regulator presidents within the context of regular Board meetings.
- Support an orientation program about Engineers Canada for the Regulator presidents, and other Engineers Canada and Regulator staff and volunteers.
- Support the CEO Group and their initiatives with four (4) meetings per year.
- Support the national officials groups and their initiatives:
  - Two (2) National Admissions Officials Group (NAOG) meetings; one (1) National Discipline and Enforcement Officials (NDEOG) meeting; one (1) National Practice Officials Group (NPOG) meeting.
  - NAOG, NDEOG, NPOG: deliver current work plans, develop new work plans, participate in Consultations.
  - IT, Finance, and Communications Officials: host teleconferences and share information as requested.

Achievements in Q1:

- Held one (1) NDEOG and two (2) NPOG teleconferences – discussions included: regular roundtable updates; new Engineers Canada training on equity, diversity, and inclusion (EDI); the regulatory research papers; media attention on discipline cases, and more.
- Held CEO Group meeting in February - discussion included Engineers Canada updates, APEGS' accreditation-aligned quantitative assessment, national profession practice exam, and others.

Achievements in Q2:

- Held CEO Group meeting in May – discussion included: EDI training and the 30 by 30 initiative, the new accreditation strategic priority, an update from Engineering Deans Canada (EDC), a trademark and copyright licence with the Regulators, the International Engineering Alliance (IEA) meeting, and updates on Engineers Canada projects, working groups and officials groups.
- Held one (1) NDEOG meeting – discussion included: the NMDB improvement project, the new Professional Governance Act in BC, enforcing proper use of title and improper use of title in job ads and with federal government employees, and a Consultation with the CEQB.

Comments:

OP3 Services and tools for regulation, practice, and mobility

Annual Objectives:

Strategic Outcomes:

Accountability: CEO and CEQB
Weight: 3

Intended outcomes:

- Enable the assessment of engineering qualifications:
  - Through the CEQB, develop work products that enable the assessment of engineering qualifications (i.e. papers, model guides, and guidelines) and maintain examination syllabi, ensuring that both are timely and serve the needs of the Regulators and applicants for licensure.
  - Provide research into emerging areas of practice in support of Regulators in their decision-making.
- Foster excellence in engineering practice and regulation:
  - Through the CEQB, develop work products that foster excellence in engineering practice and regulation (i.e. papers, model guides, and guidelines), ensuring that they are timely and serve the needs of the Regulators and of practicing engineers.
- Facilitate mobility of practitioners within Canada:
  - Maintain, within the constraints and preferences of the Regulators, a shared database of engineers in Canada for the purposes processing inter-provincial/territorial applications.
  - Through the CEQB, develop work products that facilitate mobility (i.e. papers, model guides, and guidelines), are timely, and serve the needs of the Regulators.

2021 Objectives:

- CEQB: Maintain examination syllabi:
  - New "aeronautical engineering and aerospace engineering syllabus" *(carried forward from 2019).*
  - Review of the 2004 agricultural/biosystems/bioresource/food engineering syllabus *(carried forward from 2020).*
  - Review of the 2010 metallurgical engineering syllabus.
  - Review of the 2017 computer engineering syllabus.
  - Review of the 2019 software engineering syllabus.
- CEQB: Develop and maintain guidelines and papers:
  - New "public guideline for engineers and engineering firms on the topic of diversity and inclusion" *(carried forward from 2020).*
  - New "public guideline for engineers and engineering firms on the topic of Indigenous consultation and engagement".
  - New national feasibility study to identify alternative academic assessments for non-CEAB applicants.
  - Review of the 2016 Engineers Canada Paper on software engineering *(carried forward from 2020).*
- CEO: Maintain the national membership database (NMDB) for those Regulators who choose to update and/or access it:
  - Develop the new national membership database (NMDB).

Achievements in Q1:

CEQB:

- The CEQB met in January to receive updates on work in progress and approve the revised computer engineering syllabus.
- The task force to develop the national feasibility study on alternative academic assessment methods for non-CEAB applicants was struck.
- The general direction for the guideline on gender equality was approved and will be sent for Consultation in Q2.
- Two (2) requests for proposals were released for consultants to support the delivery of the feasibility study and the guideline on indigenous consultation and engagement, and bid evaluations were conducted.
- The expert panels for the development of the agricultural, aeronautical, metallurgical, and software engineering syllabi all continued work, and the software engineering syllabus was completed, for CEQB approval in April.

CEO:

- The vendor was selected for the development of the new NMDB and contracting and discovery are underway.

Achievements in Q2:

CEQB:

- The CEQB met virtually on April 10 and approved the revised software engineering syllabus, and the draft general direction for a guideline for engineers and engineering firms on workplace gender equity for Regulator Consultation.
- Urban Systems was selected to support the development of the new guideline on indigenous consultation and engagement, and they commenced work with the Practice Committee, who will oversee this work.
- Keith Johnson Consulting was selected to support the development of the new feasibility study on alternative methods of academic assessment for non-CEAB applicants and they commenced work with the Task Force overseeing this work.

CEO:

- Requirements gathering for the new NMDB was completed with the vendor and Regulators.

Comments:

OP4 National programs

Annual Objectives:

Strategic Outcomes:

Accountability: CEO
Weight: 1 (lowest)

Intended outcomes:

- Maintain sustainability in affinity products and services.

2021 Objectives:

- Market exercise and renewal process in collaboration with Hub (our broker) for the Secondary Professional Liability Insurance Program (SPLIP).
- Social media awareness campaign implemented for SPLIP.
- Monitor impact on Home/Auto insurance program in Alberta.
- Semi-annual reporting with Canada Life, Manulife, and TD Insurance. Results of reporting meetings shared.
- Review and negotiate Retention Agreement for the Term Life Program.
- Review and negotiate Retention Agreement for the Sickness & Accident Insurance Program.
- Determine feasibility of Travel Insurance as a product.
- Corporate insurance needs of the Regulators are met (i.e., D&O/E&O, Commercial Crime, Cyber).
- Experience review and pricing negotiations in collaboration with AON (our independent consultants) for the National Employee Benefits Group program.

Achievements in Q1:

- The market exercise and renewal process in collaboration with Hub for the SPLIP is complete. The SPLIP renewed on March 31, 2021, with the current insurer, AXA XL. The market exercise resulted in coverage enhancements and a 2% rate reduction ($5.00 per member reduced to $4.90 per member) guaranteed for a three-year term (March 31, 2021-March 31, 2024).
- Monthly Home/Auto insurance participation reports monitored.
- Semi-annual reporting meetings with Canada Life, Manulife and TD Insurance have been scheduled for Q2.

Achievements in Q2:

- The market exercise and renewal process in collaboration with Marsh for D&O/E&O and Commercial Crime is complete. The insurance coverages renewed on July 1, 2021, with the current insurers, Victor and AIG, with lower than the market trend rate increases. Engineers PEI acquired Commercial Crime coverage.
- Monthly Home/Auto insurance participation reports monitored.
- Semi-annual reporting meetings with Canada Life, Manulife, and TD Insurance held and the CEO meeting summaries distributed to the Regulators.
- Social media awareness campaign for SPLIP was successful in driving an increase in traffic to the SPLIP pages (general SPLIP pages and whistleblower page) of the Engineers Canada website. Based on learnings, the Fall campaign will use Facebook and LinkedIn.

Comments:

- The milestone to review the negotiated retention agreement for the Accident & Sickness /Professional Retiree program has been moved from Q2 to Q3.

OP5 Advocating to the federal government

Annual Objectives:

Strategic Outcomes:

Accountability: CEO
Weight: 1 (lowest)

Intended outcomes:

- Advocate to the federal government to promote and advance the enactment of new demand-side legislation and prevent the erosion of existing federal legislation.
- Engage and educate parliamentarians, senior federal officials, and all relevant agencies within the federal government to gain their confidence and develop their awareness of:
  - The responsibility of engineers to safeguard the public.
  - The benefits of engineering input into federal policy.
  - The positions and concerns of the engineering profession.
- Inform Regulators of Engineers Canada's federal government advocacy activities and progress through a newly developed reporting mechanism.

2021 Objectives:

- Provide Regulators with information about federal government proposals, actions, and policies that impact the profession.
- Review existing national position statements and develop new evidence-based National Position Statements that provide views on matters of public policy that affect the engineering profession.
- Submit pre-budget submission to the federal government as part of the federal budget process.
- Arrange virtual Hill Day with parliamentarians and public servants to promote the use of engineering expertise and the value of the engineering profession.
- Develop and submit annual advocacy report to the Board.
- Provide input and reporting on the federal initiatives to help ensure the federal government and public servants consider the expertise of the engineering profession in policy making.
- Advise on any free trade agreements and ensure that Regulators' interests are represented and that they remain informed.

Achievements in Q1:

- Submitted comments to Natural Resources Canada regarding their discussion paper on *Canada's Approach to Offshore Renewable Energy Regulations*.
- Submitted comments to Environment and Climate Change Canada regarding the Decision Statements under the *Canadian Environmental Assessment Act* approving three offshore exploration drilling projects off the coast of Newfoundland and Labrador.
- Submitted comments to Global Affairs Canada on the free trade agreement negotiations with the United Kingdom and its possible accession to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP).
- Submitted comments to Global Affairs Canada on a possible *Canada-Indonesia Comprehensive Economic Partnership Agreement*.
- Met with Omar Alghabra, Minister of Transport, to discuss the ways in which Engineers Canada can help support his mandate and the licensing of federal government engineers.
- Met with parliamentarians, including cabinet and shadow cabinet Ministers and senior government officials to discuss: the status of women and our work on equity, diversity, and inclusion; the role of the engineering profession in the COVID-19 economic recovery; and Engineers Canada's ability to support work in these areas.

Achievements in Q2:

- Published a report on the *Federal Budget 2021 Highlights and Analysis*.
- Submitted comments to the House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities regarding the *Review of the Employment Insurance Program.*
- Met with parliamentarians, including cabinet and shadow cabinet Ministers, parliamentary secretaries, and senior government officials, to discuss: the status of women and our work on equity, diversity, and inclusion; the role of

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the engineering profession in the COVID-19 economic recovery; and Engineers Canada's ability to support work in these areas.

- Published new National Position Statements on the topics of the *Role of engineers in Canada's long-term economic recovery*; *Building Canada's high-speed broadband through a sustainable digital infrastructure*; and *Professional practice in biotechnology*.
- Published a series of interviews with engineers who hold roles within public offices to promote the important role that engineers play in society.

Comments:

OP6 Researching, monitoring, and advising

Annual Objectives:

Strategic Outcomes:

Accountability: CEO
Weight: 2

Intended outcomes:

- Establish a lean and effective research-based monitoring and reporting capability that provides Regulators with foresight and early warning of potential changes and advances in the Canadian regulatory environment and the engineering profession. The information provided will help inform regulatory decision-making.

2021 Objectives:

- Develop research paper on the topic of entity regulation.
- Develop research paper on the topic of non-practising status.
- Develop research paper on regulation of autonomous systems engineering.
- Publish regulatory research newsletter articles.
- Determine research topics for 2022 papers.

Achievements in Q1:

- Completed drafting all three (3) research papers with expert advisory groups.
- Conducted initial Consultation with National Practice Officials Group on the research papers.
- Published regulatory research articles in *Engineering Matters.*
- Released a request for proposal for a consultant to conduct an environmental scan of areas of emerging, contemporary, and overlapping areas of engineering practice, to inform 2022 research topics.

Achievements in Q2:

- Delivered the report on emerging, contemporary, and overlapping areas of engineering practice to the CEOs.
- Distributed the final English versions of the research papers on non-practising status and entity regulation to Regulators and started translation for posting to the Engineers Canada website.

Comments:

OP7 International mobility

Annual Objectives:

Strategic Outcomes:

Accountability: CEO and CEAB
Weight: 1 (lowest)

Intended outcomes:

- Provide Regulators with a timely and accurate assessment of the risks and opportunities associated with mobility of work and practitioners internationally.
- Maintain international mobility agreements and mutual recognition agreements in accordance with Regulator needs.
- Provide timely and accurate information to Regulators on the impact of international trade agreements.
- Provide online information for internationally trained engineers that describes the process for becoming an engineer in Canada.
- Maintain current information on international institutions and degrees for use by the Regulators.

2021 Objectives:

- Maintain status in the Washington Accord, International Professional Engineers Agreement (IPEA), and Asia-Pacific Economic Cooperation (APEC) Engineers Agreement, including maintaining the mobility register and attending the International Engineering Alliance (IEA) meetings in June.
- Implement International Mobility Advisory Group of Regulator representatives to inform our participation in the International Engineering Alliance and improvements to the mobility register.
- Develop and implement improvements to the mobility register process and technology.
- Launch the new IIDD tool, train users, and support its continued use.

Achievements in Q1:

- Onboarded International Mobility Advisory Group.
- Participated in IEA special meeting to confirm our continued status in the IPEA and the APEC Engineers Agreement.
- Launched the new IIDD tool and developed training for users.

Achievements in Q2:

- Participated in IEA annual meeting with the new International Mobility Advisory Group made up of Regulator representatives.

Comments:

OP8 Promotion and outreach

Annual Objectives:

Strategic Outcomes:

Accountability: CEO
Weight: 2

Intended outcomes:

- Leverage existing opportunities to foster recognition of the value and contribution of the profession without embarking on cost-prohibitive endeavours.
- Leverage partnerships and joint ventures that can spark interest in the next generation of engineering professionals without developing or wholly sustaining such programs internally.

2021 Objectives:

- Through our new Digital Engagement and Online Campaign Working Groups, increase collaboration amongst Regulator outreach and engagement staff through collaboration on Digital Scavenger Hunt (K to grade 6), Design Challenges (grades 6 to 8), online game (grades 9 to 12), lifelong learning (post-secondary EITs), and National Engineering Month (NEM).
- Create and distribute a benchmark report to provide greater confidence in the impact and value of our outreach efforts and better understanding of our collective efforts and influence within the school system.
- Expand our relationship with Girl Guides Canada and Scouts Canada and create a pilot project that connects Regulator volunteers and activities with local units.
- Complete the first cycle of the Engineers Canada- Canadian Federation of Engineers Students (CFES) mentorship program.
- Complete implementation of approved recommendations from awards and scholarship programs reviews.
- Recognize and support the exemplary accomplishments of engineers by administering effective award, fellowship, and scholarship programs.
- Lead and coordinate NEM throughout the month of March, to engage Regulators and foster recognition of the value of the profession to society, and to spark interest in the next generation of engineering professionals.

Achievements in Q1:

- Delivered NEM fully online, with co-development and deployment of activities with Regulators, HEIs and CFES
- Completed CFES mentorship program pilot that paired Engineers Canada staff with CFES leadership team members.
- Participated in and supported CFES Congress, Conference on Sustainability in Engineering, and the Canadian Engineering Competition.
- Developed Future City Experience pilot to engage students in virtual classrooms and through school closures.
- Led and organized a webinar during Black History Month on the lived experience of black female engineers, engineering students and scientists. This webinar was organized in collaboration with the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT) and was CCWESTT's most successful virtual members' forum event to date.

Achievements in Q2:

- NEM report completed and distributed to Regulators' outreach staff.
- Worked with Regulators' outreach staff to establish common goals and objectives for outreach and engagement by target audience and developed working groups to identify opportunities for collaboration by target audience.
- Secured a three-year Natural Sciences and Engineering Research Council (NSERC) PromoScience grant in support of the Future City program.
- 2021 award recipients were selected and a promotional campaign undertaken. The campaign is ongoing until late August.

Comments:

OP9 Diversity and inclusion

Annual Objectives:

Strategic Outcomes:

Accountability: CEO
Weight: 2

Intended outcomes:

- Demonstrate progress towards diversity and inclusion targets through consistent effort and innovative, highly leveraged programs that increase the number of women and Indigenous people entering, thriving, and remaining in the profession.

2021 Objectives:

- Complete roll-out of 4 Seasons for Reconciliation training sessions for Board, CEOs, CEAB, and CEQB.
- Make Indigenous awareness training module available to Regulators.
- Complete research and analysis of the experiences of Indigenous engineers and recommend options for truth and reconciliation efforts to be incorporated into engineering undergraduate education in Canada, with appropriate Consultation.
- Complete Indigenous engagement plan on building relationships with Indigenous organizations and engineers.
- Regulators are made aware of the Canadian Region of the American Indian Science and Engineering Society (AISES in Canada) and the Canadian Indigenous Advisory Council (CIAC).
- Engineers Canada improves the reporting of Indigenous engineers and engineering students.

Achievements in Q1:

- Facilitated the Decolonizing and Indigenizing Engineering Education Network (DIEEN) of engineering faculty, students, and administrators, showcasing best practices and sharing research. Coordinated an interview with consultants on the Anishnaabe Health Centre in Toronto for use by post-secondary engineering courses.
- Sponsored and spoke about Engineers Canada's Indigenous engagement strategy at the AISES in Canada National Gathering.
- Participated in the virtual meeting of the CIAC to the AISES.
- Published Big River Analytics report on the participation of Indigenous engineers in the profession and presented to the CEO Group on research findings.
- Facilitated the Indigenous Advisory Committee (IAC) meeting and discussion on the draft Indigenous engagement plan on building relationships with Indigenous organizations and engineers.

Achievements in Q2:

- As part of the goal to improve reporting on Indigenous engineers and students, Big River Analytics was hired to conduct primary research and launched the pilot data collection on Indigenous engineering professionals project with three (3) Regulators: Engineers and Geoscientists BC, APEGS, and Engineers Geoscientists Manitoba.
- Expanded the IAC from five (5) members to ten (10) to increase representation from diverse geographic and Indigenous backgrounds. The IAC and the Manager, Equity, Diversity, and Inclusion (EDI) advised on the CEQB Indigenous guideline.
- Facilitated Engineers Canada's Decolonizing and Indigenizing Engineering Education Network (DIEEN) meetings and assisted in the Decolonizing Engineering Workshop for the Canadian Engineering Education Association (CEEA) conference.
- Coordinated a joint virtual panel of Indigenous professionals in partnership with the Canadian Urban Institute, the Canadian Institute of Planners, the Royal Architectural Institute of Canada, the Canadian Society of Landscape Architects, the National Trust of Canada, the Urban Land Institute, and the Urban Development Institute.
- Co-hosted a national virtual film screening and fireside chat with renowned Indigenous architect Douglas Cardinal with the Canadian Urban Institute.
- Cultivated a renewed relationship with the Assembly of First Nations (AFN) and held quarterly meetings with Engineers Canada's VP Corporate Affairs and Strategic Partnerships, Manager EDI, and AFN's Director of Infrastructure.

Comments:

OP10 Protect official marks

Annual Objectives:

Strategic Outcomes:

Accountability: CEO
Weight: 1 (lowest)

Intended outcomes:

- Protect the official marks and trademarks from unauthorized or misleading use.
- Ensure that federally-incorporated companies respect provincial and territorial engineering legislative requirements.

2021 Objectives:

- Protect Engineers Canada's trademarks and the official marks from unauthorized use, responding as necessary.
- Ensure Engineers Canada's portfolio of trademarks is current and appropriate, as determined from time to time and based on projects and programs.
- Manage and administer the established process for the federal incorporation of companies wishing to use the official marks in their corporate name.

Achievements in Q1:

- Eighteen (18) letters of consent were issued to applicants in response to requests to incorporate federally.
- Two (2) new trademarks were identified for opposition, with ten (10) trademark oppositions underway in Q1.
- Two (2) summary expungement proceedings were pending with one (1) trademark expunged from the register (pending finalization after the 2-month period to appeal ends).
- One cease and desist letter was issued to DimensionCanada in respect of its use of the Engineers Canada MAPLE LEAF logo. The cease and desist resulted in DimensionCanada immediately responding and removing the logo on its Canadian and U.S. websites.
- Six (6) letters were issued to businesses displaying the Engineers Canada's trademarks on their websites without permission or a licence, resulting in the trademarks being immediately removed from four (4) of the sites.

Achievements in Q2:

- Nineteen (19) letters of consent were issued to applicants in response to requests to incorporate federally.
- Two (2) trademark proceedings were commenced, and there were twelve (12) trademark oppositions underway, with two (2) terminating by the latter part of Q2 due to abandonment of the applications by the owners.
- Partial evidence was prepared and filed in one (1) proceeding, and a teleconference hearing was held on May 10 in respect of Engineers Canada's opposition to the trademark INNOVATION ENGINEERING, owned by Eureka! Institute Inc.
- Two (2) summary expungement proceedings were pending with one terminating and the mark being formally expunged from the Register. The one (1) pending summary expungement proceeding still awaits decision.
- Two (2) cease and desist letters were sent out. One (1) was issued to the owner of the icon-library.com website. The website offered Engineers Canada's logo to the public for download. The other letter was issued to n49 Interactive Inc. using the name ENGINEERS CANADA on their website to identify their business and services. Both matters resolved with the owners removing the offending material from their websites.

Comments:

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Chief Executive Officers Group Report to the Board

Kimberley King, FEC (Hon.)

Executive Director, Engineers Yukon

May 28, 2021

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Background

- The CEO Group met virtually for over six hours on May 26 and 27.
- We had representation from all regulators.
- The Group welcomed new EGBC CEO, **Heidi Yang** and thanked outgoing CEO and Registrar, **Ann English** for her support over the years.

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Agenda items of note

The Group received presentations/updates on the following topics:

- EDI training for the CEO Group
  - CEOs agreed to hold a joint EDI training session to be held in the Fall.
- Debrief on cross-country 30 by 30 meetings
- Preparation for Accreditation Strategic Priority
- Session with Engineering Deans Canada
  - The Deans expressed their appreciation for the ongoing dialogue with the CEO Group
- Public Affairs Advisory Committee (PAAC) workplan
- Engineers Canada Trademark and Copyright Licence
- International Mobility and IEA Meeting
- Update from Officials Groups
- Update on Strategic Engagement Working Groups
- Update on EC Projects (IIDD, NMDB, CBA)

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Questions?

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Thank you

Kimberley King – May 28, 2021

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Presidents Group Report

Maggie Stothart, P.Eng.

President

Association of Professional Engineers and Geoscientists New Brunswick

May 2021 PG Meeting Chair: New Brunswick

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Constituent Associations (CA)

- ***PEO*** – Christian Bellini, President
- ***Engineers NS*** – Crysta Cummings, President
- ***APEGNB*** – Maggie Stothart, President
- ***EGBC*** – Larry Spence, President
- ***Engineers PEI*** – Elliot Coles, President
- ***APEGS*** – Kristen Darr, President
- ***APEGA*** – Brian Pearse, President
- ***PEGNL*** – Natalie Hallett, President
- ***NAPEG*** – Justin Hazenberg, President
- ***Engineers Yukon*** – Kirsten Hogan, President
- ***EGM*** – Jason Mann, President

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Presidents Group - THANKS

- The Presidents Group appreciates the ability to meet and share experiences and related issues.
  - 3 CAs invited their president-elect/vice- presidents to attend with the president to support their transition.
  - Thank you Engineers Canada for providing the Microsoft Teams online platform to facilitate discussions.
  - Thank you Engineers Canada for providing the 4 Seasons of Reconciliation cultural competency training. New members are looking for training and those e-mails will be forwarded to Engineers Canada.

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Key Themes

- Presidents discussed the marketing campaigns for the different CAs. Key objective to promote/communicate the Engineer to the public:
  - ✓ Trust
  - ✓ Projects
  - ✓ People

- Opportunities for co-branding between Engineers Canada and the regulatory bodies.

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Key Themes

- Discussed CA council issues in terms of:
  - Council items for discussion
  - On-Boarding & Orientation
  - Committees (TOR)
  - In-Camera Session
  - Meeting Evaluations
  - All Councillors Bringing Forward Agenda Items
  - Strongly Encouraging Participation
  - Start Meetings with Inclusive Moments

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Key Themes

- Members want to know…

  WHAT DO REGULATORS DO?!?

- Discussed Legislation & Governance
  - Provincial Act updates
  - Scope of practice overlaps – engineers & technologists
  - Strategy Sessions (long term visions)
  - Improved regulatory tools
  - “Unbecoming” Behaviour of an Engineer

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Key Themes

- COVID-19 Impacts & Opportunities
  - PROs:
    - Virtual and hybrid AGMs/conferences are increasing
    - Plans to continue to facilitate and participate in other AGMs/conference that you can't normally get to
    - Plans to continue and promote online learning
  - CONs:
    - Lack of networking and social events
    - 30 by 30 programming

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Draft MINUTES OF THE 208th ENGINEERS CANADA BOARD MEETING

May 28, 2021, 10:00am-5:00pm (ET) via zoom

The following Directors were in attendance	
J. Boudreau, President (Chair), APEGNB	N. Hill, PEO
D. Lynch, Past President, APEGA	J. Holm, Engineers & Geoscientists BC
D. Chui, President-Elect, PEO	S. Jha, NAPEG
K. Baig, OIQ	T. Joseph, APEGA
M. Belletête, OIQ	D. Nedohin-Macek, Engineers Geoscientists MB
C. Bellini, PEO	K. Reid, PEO
V. Benz, APEGA	R. Trimble, Engineers Yukon
J. Card, PEGNL	M. Wrinch, Engineers & Geoscientists BC
J. Dunn, Engineers PEI	C. Zinck, Engineers Nova Scotia
D. Gelowitz, APEGS	
The following Directors sent regrets	
J. Tink, APEGA	N. Turgeon, OIQ
The following CEO Group Advisor was in attendance	
K. King, Chair, CEO Group	
The following Direct Reports to the Board were in attendance	
B. Dony, Chair, CEAB	G. McDonald, CEO
M. Mahmoud, Chair, CEQB	E. Spence, Legal Counsel and Corporate Secretary
The following observers were in attendance	
A. Anderson, Director-nominee, Engineer Yukon	J. Loría, CACEI
A. Arenja, Director-nominee, PEO	P. Mann, CEO Engineers Nova Scotia
N. Avila, Director-nominee, APEGA	V. McCormick, Executive Director & Registrar, NAPEG
M.E. Barrera, CACEI	B. McDonald, Executive Director, APEGS
S. Belton, Hub International	M. Milligan, ABET
C. Bergeron, CFES	J. Nagendran, Registrar & CEO, APEGA
J. Bradshaw, CEO & Registrar, PEGNL	W. O'Keefe, Chair-Elect, PEGNL
D. Chong, President, ABET	C. Park, VP, Engineers & Geoscientists BC
E. Coles, President, Engineers PEI	M. Parkhill, President, Geoscientists Canada
G. Connolly, Director-Nominee, Engineers PEI	M. Paul-Elias, Vice-President, APEGNB
R. Crawhall, Canadian Academy of Engineering	W. Schreuders, XL Insurance Company Limited
C. Cumming, President, Engineers Nova Scotia	M. Schulz, NSPE
L. Daborn, CEO, APEGNB	L. Spence, President, Engineers & Geoscientists BC
K. Darr, President, APEGS	D. Spracklin-Reid, Director-nominee, PEGNL
K. Deluzio, EDC	M. Sterling, President, PEO
A. English, CEO & Registrar, Engineers & Geoscientists BC	M. Stiles, TD Insurance
F. George, Vice-Chair, CEQB	M. Stothart, President, APEGNB
T. Hatley, NSPE	A. Waldie, Geoscientists Canada
J. Hazenberg, President, NAPEG	M. Williams, Vice President, NAPEG
K. Hogan, Vice-President, Engineers Yukon	R. Wilson, Hub International
S. Holmes, Director-nominee, APEGS	H. Yang, Incoming CEO & Registrar, Engineers & Geoscientists BC
A. Kavanagh, TD Insurance	Y. Yang, CFES
P. Lafleur, Vice-Chair, CEAB	K. Zaitseva, Association for Engineering Education Russia
J. Landrigan, Executive Director & Registrar, Engineers PEI	J. Zuccon, CEO & Registrar, PEO

The following staff were in attendance	
K. Bouffard, Manager, Outreach	D. Menard, Director, Finance
E. David, Planning, Event, and Change Practitioner	S. Price, Executive Vice President, Regulatory Affairs
S. Francoeur, Director, Human Resources	C. Polyzou, Manager, Diversity, Equity, and Inclusion
R. Gauthier, Executive Assistant	L. Scott, Manager, Member Services
B. Gibson, Manager, Communications	J. Southwood, VP, Corporate Affairs & Strategic Partnerships
C. Mash, Governance Administrator	J. Taylor, Manager, Public Affairs
R. Melsom, Manager, CEQB	M. Warken, Manager, CEAB

1. Opening

1.1 Call to order and approval of agenda

J. Boudreau called the meeting to order at 10:02am (ET). Participants were welcomed and the land was acknowledged.

Motion 2021-05-1D
Moved by K. Reid, seconded by M. Wrinch
THAT the agenda be approved and the President be authorized to modify the order of discussion.
Carried

Participants were reminded of the meeting rules:

- Raise hand to be added to the list of speakers.
- Speak for only two minutes (timer is projected on the screen).
- Speak a second time only if everyone else has had a chance to speak.
- Only new information is brought forward should individuals speak again.

J. Boudreau shared a safety minute with the Board, focused on spring cleaning ideas to consider in ensuring living spaces remain secure and comfortable.

J. Boudreau also presented a diversity moment to bring awareness to unconscious bias. Unconscious bias (or implicit bias) is often defined as prejudice or unsupported judgments in favor of or against one thing, person, or group as compared to another, in a way that is usually considered unfair. This bias is part of the way human brains work but it can lead to discrimination and blind spots. It was noted that the Board will be receiving training dedicated to this topic during their workshop on June 14, and a brief video by PwC was shared.

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 action list was pre-circulated with all work completed or underway. No questions were received.

b) Board attendance list

The attendance list was pre-circulated. No questions were received.

2. Executive reports

2.1 President's report

A detailed report was pre-circulated. J. Boudreau noted the one-on-one video calls had with each of the 2021 award winners that occurred after the report was generated. Regrets were provided to the PEO AGM, but otherwise, all obligations for the year were met.

J. Boudreau further reflected that COVID-19 did provide the opportunity to attend more events than normal due to virtual participation, although disappointment was expressed of not being able to meet face-to-face with the Regulators.

No questions were received.

2.2 CEO update

G. McDonald noted the CEO Updates that are emailed weekly as the source for important news. In addition, an update on the office was provided. The provincial requirements do not currently allow for Engineers Canada's office to be open, and although a slow re-opening will occur once it is allowed, it is projected that the office will be re-opened to all staff in September. Staff will also be provided with options for continuing to work from home, and the details of this are being considered. Operational meetings in a face-to-face environment are suspended until early 2022 in support of the different stages of the pandemic across Canada.

J. Boudreau was congratulated and thanked for her year of leadership over the exceptionally challenging year.

No questions were received.

2.3 Q1 Interim performance report to the Board

The Q1 report was pre-circulated, currently indicating all green for both annual objectives and strategic outcomes. With the exception of accountability in accreditation that may experience some delays in achieving all outcomes by the end of the strategic plan period, everything is on track for completion. Specifically, the stated outcome that Higher Education Institutions (HEIs) feel supported in their efforts to incorporate educational innovation, and the outcomes regarding satisfaction with the CEAB's approach to change may be challenged.

2.4 Consultation report

D. Chui presented the pre-circulated report. The following questions were addressed:

- Given that Regulator response rates to consultations were low, how did Engineers Canada try to increase this and garner responses aside from email? S. Price noted that consultation also takes place in meetings, and that all verbal feedback is captured. In terms of follow-up, Engineers Canada reminds stakeholders when consultations are closing. It is assumed that Regulators are responding based on interest level. The response rate is concerning since the work has been requested by Regulators, however it could be considered that the work was satisfactory and required no further comments or discussion on concerns.
- Will Engineers Canada go back to the Regulators and discuss if they have issues with, or recommendations for the approach? Engineers Canada requested this type of feedback in the governance effectiveness survey and will continue to seek more feedback in other ways, to determine if the current approach requires attention.

2.5 CEO Group report

K. King provided the update on behalf of the group from their May meetings. Representation was present from all Regulators, and the following discussion was captured:

- Several provinces are having issues with technologists requesting practice rights through the government. The concern is that the definition of their practice overlaps with engineering, and there is no clear line separating the two professions. If practice rights are granted and are not overseen by engineering Regulators, it could become a public safety issue.
- Heidi Yang, incoming Engineers and Geoscientists BC CEO, was welcomed to the group.
- A. English was commended for providing invaluable expertise over the last eight (8) years. A. English has served as Chair of the CEO Group, was a member of the Board Human Resources Committee and the CEO's Indigenous Advisory Committee. A. English's skills in organizational development, risk management, and effective governance have served Engineers Canada well and her expertise and passion for the profession will be greatly missed. J. Boudreau, on behalf of the Board, thanked A. English for her contributions and provided best wishes for retirement.

The presentation slides will be shared on the meeting document webpage.

2.6 Presidents Group report

M. Stothart provided the update on behalf of the group from their May meeting. Representation was present from all Regulators except for OIQ, and the following discussion was captured:

- J. Boudreau was commended for her work over the last year and for being a role model in times of turbulence.
- V. Benz noted that APEGA can provide some information on their standard for dealing with engineers' behavior outside the practice of engineering.
- J. Nagendran noted that APEGA has made a strong case that technologists should be part of the engineering regulator and not separate, given that that the work of the technologists for the most part is within the scope of engineering. Trying to define scope in a succinct way is very difficult due to the vast field of engineering. APEGA and APEGNB are connecting on this matter, with the goal that their work can be used to assist other jurisdictions.

The presentation slides will be shared on the meeting document webpage.

3. Consent agenda

3.1 Approval of minutes

a) THAT the minutes of the February 24, 2021 Board meeting be approved as presented.
b) THAT the minutes of the April 7, 2021 Board meeting be approved as presented.

3.2 CEAB appointments

THAT the following CEAB appointments be approved for the period July 1, 2021 to June 30, 2024:

- Suzelle Barrington, representative for Quebec (third term)
- Emily Cheung, member-at-large (third term)
- James K.W. Lee, member-at-large (new member)
- Ramesh Subramanian, representative for Ontario (second term)

3.3 CEQB appointments

THAT the following CEQB appointments be approved for the period July 1, 2021 to June 30, 2024:

- Kamran Behdinan, member-at-large (new member)
- Marcie Cochrane, member-at-large (new member)
- Frank Collins, representative for the Atlantic region (third term)
- Amy Hsiao, representative for the Atlantic region (second term)
- Sam Inchasi, member-at-large (second term)
- Karen Savage, representative for BC (second term)
- Qing Zhao, member-at-large (second term)

3.4 National Position Statements

a) THAT the following new National Position Statements be approved:
   i. Professional practice in biotechnology

b) THAT the following updated National Position Statements be approved:
   ii. Immigration and foreign qualifications recognition
   iii. Qualifications to provide engineering expertise to panels and boards under federal jurisdiction

Motion 2021-05-2D
Moved by S. Jha, seconded by J. Holm
THAT the consent agenda items, except 3.4b(i), be approved.
Carried

A question was raised on the updated immigration and foreign qualification recognition National Position Statement and how Regulators who do not currently adopt all the content will be educated. S. Price explained that similar frameworks are being used across all Regulators in terms of the competency-based assessment system, although Engineers Canada does not have a role in encouraging Regulators to adopt the system if they do not already use it. G. McDonald reported that Engineers Canada has issued a letter to PEO stating that if competency-based assessment is not adopted, it could affect the listing of PEO's licensed members on international mobility registers. P. Mann reported that Engineers Nova Scotia will be focusing efforts to adopt the system.

Motion 2021-05-3D
Moved by S. Jha, seconded by C. Bellini
THAT the updated National Position Statement "Immigration and foreign qualifications recognition" be approved.
Carried

4. Board business/required decisions

4.1 Governance effectiveness survey

N. Hill presented the pre-circulated report. The main objective of this survey was to identify areas of weakness to be addressed before they grow to the point that governance is viewed as an obstacle to success. The survey also captured 2021 Board assessment results, which are collected annually to give Directors an opportunity to reflect on performance, potential improvements, and identify any education gaps or requirements. The following discussion was captured:

- Survey participation was low. The Governance Committee did discuss and brainstorm different ways to increase the engagement, as indicated in the report. Survey fatigue was a consideration, and it was also noted that perhaps the Presidents Group is not an appropriate group to consult on this topic due to turnover and depth of understanding of the subject matter.
- Board Directors could benefit from more touch points with committees so there is a better understanding of their work. Orientation sessions are packed with information, and it is difficult to take it all in at once.
- Chair evaluation is important, yet the main challenge is the one-year placements where individuals lead only a handful of meetings. The timing of the survey is critical to providing value to the chairs that can be acted upon.
- M. Mahmoud, in his role as chair of the CEQB, further noted that the chair assessment being done in December means that only four (4) months of leadership are measured. J. Boudreau stated the fine balance in the timing of survey delivery. Consideration was made to how long the chair has been in the role, as well as the time left in the role, to ensure chairs can constructively use the feedback received.

Motion 2021-05-4D
Moved by N. Hill, seconded by R. Trimble
THAT the Board, on recommendation of the Governance Committee, adopt the recommendations contained in the governance effectiveness report.
Carried

4.2 Board policy updates

N. Hill provided an overview of the Governance Committee's recommendations, highlighting areas of significant change for the three revised policies. It was confirmed that:

- The CEAB and CEQB (policies 6.9 and 6.10) terms of references were updated with equity, diversity, and inclusion (EDI) principles incorporated since they were scheduled for review and Board approval at this meeting. EDI principles will continue to be added to other policies as appropriate during scheduled reviews.
- It was agreed that *internationally-trained engineers* should instead be *internationally-educated engineers* to ensure greater accuracy in policies 6.9 and 6.10, and references to *internationally-trained engineers* will be updated prior to the revised manual being published.
- Although the CEAB and CEQB terms of reference (policies 6.9 and 6.10) mirror one another in several areas, they need to remain as separate documents since the CEAB and CEQB boards represent different functions.

Motion 2021-05-5D
Moved by N. Hill, seconded by S. Jha
THAT the Board, on recommendation of the Governance Committee:
a) approve the following revised policies:

- ***1.2, Guiding Principles***
- ***6.9, CEAB***
- ***6.10, CEQB***

b) rescind Board policy 8.2, Diversity and Inclusion.
Carried with two-thirds majority

4.3 50-30 Challenge

D. Nedohin-Macek presented the pre-circulated briefing note. The following discussion was captured:

- In response to a question on how the challenge reflects staff, it was noted that senior management is considered in the challenge, and currently Engineers Canada has 62.5 per cent women within this group. Work is still required to determine the percentage of underrepresented groups within the senior leadership team, and the Board will receive this information at the May 2022 meeting. Existing internal diversity and inclusion policies will also assist Engineers Canada in reaching and maintaining the goals within the senior leadership team.
- It was acknowledged that the requirement of people having to identify could be an obstacle in achieving success in the challenge.
- A concern was raised about the challenge potentially encouraging staffing and volunteer decisions being made based on meeting the targets rather than engaging the most qualified people for the available roles. G. McDonald noted that adopting the challenge does not commit Engineers Canada to targets, but rather it commits Engineers Canada to best efforts in achieving the targets. The challenge would not result in Engineers Canada hiring or engaging candidates who are less appropriate for roles. For example, if two qualified individuals apply for a role and are considered equal candidates, preference will be given should one of the candidates be a member of an identified underrepresented group.
- It was confirmed that there is no specific year to reach the targets.
- To date, over 1,200 organizations have signed onto the challenge.
- It was highlighted that this challenge provides conscious awareness and is reflective of Engineers Canada's strategic goals.

Motion 2021-05-6D
Moved by D. Chui seconded by D. Nedohin-Macek
THAT the Board approve Engineers Canada's participation in the federal government's 50-30 Challenge, on recommendation of the 30 by 30 Champion.
Carried

5. Annual reports

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

5.1 CEAB and update on Engineering Deans Canada (EDC) concerns

B. Dony provided the update on behalf of the CEAB. The following was captured from the discussion:

- The list of EDC-raised concerns is ongoing and not time limited, and the concerns are reported on by the CEAB as they arise.
- Board members are included on all accreditation-related consultation communications and are invited to comment. The officials' groups are also provided with updates on the consultations and invited to comment. Consultation information is also accessible on the website.
- The Board is the ultimate authority that receives and approves the CEAB's recommendations on changes to the criteria.
- K. Deluzio, on behalf of EDC, thanked the CEAB for the presentation and noted that for the "Accreditation as a barrier to international exchange experience" concern, there is an approach

that has support from both Regulators and the dean's community to increase participation in exchanges, and EDC would like progress on this approach to continue.

- K. Deluzio further clarified that EDC's concern with the increased scope of accreditation is not because they do not value mental health and 30 by 30. The issue is whether accreditation visiting teams have the skills and tools to evaluate these areas. Much work has been done with students to encourage a diverse student body, but accreditation may be not the right vehicle to measure these efforts. EDC is appreciative of the continued collaboration. B. Dony agreed that the ongoing collaboration with and input from EDC is appreciated.
- D. Lynch further noted on the EDC's accreditation scope concern that mental health is an issue of program environment, which is part of the CEAB's purpose. The environment in which the students are educated is an issue of increasing importance and includes mental health and EDI issues. Accreditation does not only test a program's technical aspects, but the program environment has also been tested for years and this practice needs to continue.

5.2 CEQB

M. Mahmoud provided the update on behalf of the CEQB.

A question was raised around the work on alternative methods of academic assessment for non-CEAB graduates, and how the overlap of this project with the current work of the CEAB will be managed. S. Price agreed that there is close alignment of this project with the CEAB's strategic priority to look at an academic requirement for licensure, which would impact both CEAB and non-CEAB applicants. The CEQB is focusing on non-CEAB graduates and an academic assessment only, with the broader strategic priority considering what the actual knowledge underpinnings should be. To ensure Engineers Canada does not ask Regulators the same questions more than once, key staff will be working on both projects and information gathered will be used to inform both projects as possible to ensure no unnecessary overlap.

5.3 FAR Committee

D. Gelowitz provided the update on behalf of the FAR Committee. D. Menard was commended for his efforts in communicating financial positions, and S. Price and M. Ouellette were also acknowledged for their dedication and oversight. C. Bellini, on behalf of the committee, thanked D. Gelowitz for his leadership as chair.

5.4 Governance Committee

N. Hill provided the update on behalf of the Governance Committee. The committee members were thanked for their work. E. Spence and R. Gauthier were recognized for their support and stewardship.

5.5 HR Committee

D. Lynch provided the update on behalf of the HR Committee. S. Francoeur, C. Mash, and E. Spence were commended for their support through the year, and A. English's expert guidance was celebrated. Directors noted appreciation for the development opportunities provided over the year, including the Board-on-Board and the 4 Seasons of Reconciliation Indigenous awareness online programming. D. Lynch was congratulated on his two-years of effective chairing of the HR Committee.

5.6 Board's 30 by 30 Champion

J. Dunn provided the update. J. Southwood and C. Polyzou were recognized for their work. The Board and stakeholders were also thanked for their support of the 30 by 30 initiatives and for their efforts in making engineering a more inclusive profession.

It was confirmed that the 30 by 30 conference sessions will be recorded, with the links to be shared.

5.7 List of partnership organizations

G. McDonald presented the annual list of partnership organizations.

6. Annual updates from stakeholders

Presentations were pre-circulated on the Engineers Canada website.

6.1 Engineering Deans Canada (EDC)

K. Deluzio, Chair of EDC, provided the update on behalf of EDC.

D. Lynch restated, in response to the EDC's concern that the accreditation process is used to fulfill Engineers Canada's broad mandate (examples: student mental health, diversity, and inclusion) and should instead stay true to its purpose, that "the purpose of accreditation emphasizes the quality of the students, the academic and support staff, the curriculum, and the educational facilities.". Underrepresented students (diversity and inclusion) are addressed in the "quality of students", and the issue of mental health is addressed under the "quality of support staff". K. Deluzio responded that while accrediting units based on diversity and representation may work in large programs, it may not be realistic in small programs, and the interpretation of these statements is the source of disagreement. EDC is hopeful that an objective review of the accreditation system through the upcoming strategic priority will reveal what can be done to resolve these issues, on an equitable basis.

6.2 Canadian Federation of Engineering Students (CFES)

Vice-Presidents Y. Yang, and C. Bergeron of CFES provided the update on behalf of CFES. The following comments and questions were captured:

- Questions on tuition levels as addressed in the survey can be directed to president@cfes.ca.
- CFES responded, based on a question received about what types of relationships are had with the Regulators, that they are currently establishing more relationships with provincial and territorial organizations. P. Mann of Engineers Nova Scotia noted that they would like to further discuss strengthening their relationship with CFES. It was further highlighted that Regulators have an interest in students graduating and seeking licensure and there has been a growing divide between graduating with a degree and proceeding onto licensure. It would be beneficial for Regulators to connect with CFES to emphasize the importance of obtaining an engineering license.

7. Elections and appointments

7.1 Acclamation of the President-Elect

D. Lynch provided an update on the process leading to acclamation of the President-Elect, and congratulated K. Baig. K. Baig spoke to her focus for the next three years.

7.2 Appointment of the Human Resources Committee

D. Lynch presented the HR Committee's recommendation. It was noted that the Directors listed in the motion join J. Bradshaw, who was selected as the member representing the CEO Group, Jean Boudreau, Past President, Danny Chui, President, and Kathy Baig, President-Elect to form the committee.

Motion 2021-05-7D
Moved by D. Lynch, seconded by C. Bellini
THAT the following Directors be appointed to the 2021-2022 HR Committee, on recommendation of the 2020-2021 HR Committee:
a) Dawn Nedohin-Macek, Engineers Geoscientists MB
b) Jane Tink, APEGA
Carried

8. Other business

G. McDonald wished J. Boudreau a happy birthday on behalf of the meeting attendees.

9. Next meetings

The Board discussed the location of the upcoming meetings, and unanimously agreed that October 1 would be held virtually. The next meetings of are scheduled as follows:

- June 14-15, 2021 (virtual)
- October 1, 2021 (virtual)
- December 13, 2021 (Ottawa, ON)
- February 25, 2022 (Ottawa, ON)
- April 6, 2022 (virtual)
- May 27-28, 2022 (ON)

10. In-camera sessions

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

Motion 2021-05-8D
Moved by D. Lynch, seconded by T. Joseph
THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, the Engineers Canada CEO, the chairs of the CEAB and CEQB, the CEO Group Advisor to the Board, the Secretary, the Manager of Member Services, the Vice President of Corporate Affairs and Strategic Partnerships, and the Governance Administrator.
Carried

10.2 Board Directors and CEO

Motion 2021-05-9D
Moved by D. Gelowitz, seconded by M. Wrinch
THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, and the Engineers Canada CEO.
Carried

10.3 Board Directors only

Motion 2021-05-10D
Moved by R. Trimble, seconded by D. Lynch
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

Motion 2021-05-11D
Moved by D. Gelowitz, seconded by D. Lynch
THAT the meeting move out of in-camera.
Carried

11. Closing

With no further business to address, the meeting closed at 4:50pm ET.

Minutes prepared by C. Mash for:

Jean Boudreau, FEC, P.Eng. President

Evelyn Spence, LL.B., CIC.C, Corporate Secretary

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Draft MINUTES OF THE 209th ENGINEERS CANADA BOARD MEETING

June 14, 2021 10:30am-11:00am (ET) via zoom

The following Directors were in attendance	
D. Chui, President (Chair), PEO	S. Holmes, APEGS
J. Boudreau, Past President, APEGNB	S. Jha, NAPEG
K. Baig, President-Elect, OIQ	T. Joseph, APEGA
A. Anderson, Engineers Yukon	D. Nedohin-Macek, Engineers Geoscientists MB
A. Arenja, PEO	K. Reid, PEO
N. Avila, APEGA	D. Spracklin-Reid, PEO
A. Baril, OIQ	M. Sterling, PEO
M. Belletête, OIQ	N. Turgeon, OIQ
V. Benz, APEGA	M. Wrinch, Engineers & Geoscientists BC
G. Connolly, Engineers PEI	C. Zinck, Engineers Nova Scotia
N. Hill, PEO	
The following Directors sent regrets	
J. Tink, APEGA	
The following CEO Group Advisor was in attendance	
K. King, Chair, CEO Group	
The following Direct Reports to the Board were in attendance	
F. George, Vice-Chair, CEQB	G. McDonald, CEO
P. Lafleur, Chair, CEAB	E. Spence, Legal Counsel and Corporate Secretary
The following staff were in attendance	
R. Gauthier, Executive Assistant	S. Price, Executive Vice President, Regulatory Affairs
C. Mash, Governance Administrator	J. Southwood, VP, Corporate Affairs & Strategic Partnerships
D. Menard, Director, Finance	H. Theelen, Manager, Organizational Excellence

1. Opening

1.1 Call to order and approval of agenda

D. Chui called the meeting to order at 10:33am (ET) and participants were welcomed.

D. Chui shared a safety moment. With summer beginning, heat stroke is a concern that should be considered, and D. Chui shared specific symptoms to look for.

The land was acknowledged, and participants paused to reflect on the Kamloops residential school tragedy where the remains of 215 children were recently discovered.

Motion 2021-06-1D
Moved by S. Jha, seconded by M. Wrinch
THAT the agenda be approved and the President be authorized to modify the order of discussion.
Carried

Participants were reminded of the meeting rules:

- Raise hand to be added to the list of speakers.
- Speak for only two minutes (timer will be projected on the screen).
- Speak a second time only if everyone else has had a chance to speak.
- Only new information is brought forward should individuals speak again.

1.2 Declaration of conflict of interest

No conflicts were declared. It was noted that committee and Director appointments are not considered personal interest. Participants were reminded to declare a conflict at any time during the meeting, as necessary.

2. Board business/required decisions

2.1 Board committees and other Director appointments

J. Boudreau presented the appointments. Individuals' preferences, knowledge continuity, and terms of reference requirements were considered in the recommendations made by the HR Committee, and it was noted that all individuals had been contacted and agreed to serve as listed. It was highlighted that T. Joseph is not listed in the motion since he will be serving his second term on the CEAB, as approved in June 2020.

A suggestion was noted for consideration at next year's June meeting, that the motion be separated so that each committee and role type is considered individually, allowing implicated Directors to recuse themselves from the decision.

Motion 2021-06-2D
Moved by J. Boudreau, seconded by K. Reid
THAT the following individuals be appointed to committees and roles, for terms as outlined, on recommendation of the HR Committee:

a) Director appointee – CEAB
- ***Darlene Spracklin-Reid, 2021-2023 term***

b) Director appointees – CEQB
- ***Chris Zinck, 2021-2022 term***
- ***Sudhir Jha, 2021-2023 term***

c) 30 by 30 Champion (2021-2022)
- ***Kelly Reid***

d) Finance, Audit, and Risk (FAR) Committee (2021-2022)
- ***Maxime Belletête***
- ***Steve Vieweg***
- ***Victor Benz***
- ***Chris Zinck***
- ***Nancy Hill***

e) Governance Committee (2021-2022)
- ***Arjan Arenja***
- ***Nicolas Turgeon***
- ***Jean Boudreau***
- ***Mike Wrinch***

Carried

2.2 Completion of Strategic Plan Task Force mandate

J. Boudreau presented the pre-circulated briefing note. No discussion was had.

Motion 2021-06-3D
Moved by J. Boudreau, seconded by N. Avila
THAT the Strategic Plan Task Force be stood down, with thanks.
Carried

3. Other business

No other business was brought forward.

4. Next meetings

The next meetings of the Board are scheduled as follows:

- October 1, 2021 (virtual)
- December 13, 2021 (TBD: Ottawa, ON/virtual)
- February 25, 2022 (Ottawa, ON)
- April 6, 2022 (virtual)
- May 27-28, 2022 (ON)
- June 13-14, 2022 (location TBD)
- September 30, 2022 (Ottawa, ON)
- December 12, 2022 (Ottawa, ON)

5. Closing

With no further business to address, the meeting closed at 10:57am ET.

Minutes prepared by C. Mash for:

Danny Chui, FEC, P.Eng. President

Evelyn Spence, LL.B., CIC.C, Corporate Secretary

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BRIEFING NOTE: For decision by the Board

Finance, Audit, and Risk Committee work plan	3.2a
Purpose:	To approve the work plan of the 2021-2022 Finance, Audit, and Risk (FAR) Committee
Link to the Strategic Plan/Purposes:	Board responsibility 5: Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the Board's risk tolerance level and directs Board-approved mitigation strategies
Link to the Corporate Risk Profile:	Financial compliance (operational risk) Long-term financial viability (strategic risk)
Motion(s) to consider:	*THAT the Board approve the 2021-2022 FAR Committee work plan.*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Derek Menard, Director, Finance
Presented by:	Nancy Hill, Director from Ontario, and Chair of the FAR Committee

Problem/issue definition

- The Finance, Audit, and Risk (FAR) Committee enhances the Board's effectiveness and efficiency on matters related to financial, audit, and risk management policies and monitoring.
- A work plan to support this purpose is drafted annually to ensure the committee is able to fulfill its role.

Proposed action/recommendation

- To approve the 2021-2022 work plan.

Other options considered

- N/A.

Risks

- Failure to meet the responsibilities of this committee could put the organization at risk.
- Operating without an approved work plan introduces risks of not considering all necessary items and does not demonstrate accountability to the Regulators (Board responsibility 1).
- These risks are mitigated by setting and adhering to a committee work plan, which is approved and monitored by the Board.

Financial implications

- Included in the 2022 budget.

Benefits

- Provides transparency to the stakeholders (Board and committee members, staff, and Regulators) regarding how and when financial issues will be managed.

Consultation

- The FAR Committee relied on the recommendations of the 2020-2021 committee, the input of Engineers Canada staff, and the direction provided in the *2019-2021 Strategic plan* in the development of this plan.

Next steps (if motion approved)

- FAR Committee to execute the work plan.

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Appendices

- **Appendix 1:** FAR Committee work plan

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Finance, Audit, and Risk Committee 2021-2022 DRAFT work plan

Committee purpose: The Finance, Audit, and Risk (FAR) Committee exists to help the Board handle its responsibilities in three key areas: risk management, financial management, audit. It is specifically tasked to fulfill:

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

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

1. Annually, review the CEO's draft budget and make recommendations to the Board, as necessary.
2. Review the CEO's quarterly financial reports and make recommendations to the Board, as necessary.
3. Review the CEO's operational risk register and the Board's strategic risk register, and make recommendations with respect to the strategic risk register to the Board at the winter, spring, fall and late fall Board meetings.
4. Conduct a triennial review of the Board's strategic risk register and make recommendations of acceptable mitigation strategies, residual risk, and required actions to the Board as an input to each new strategic plan.
5. Review the investment reports (prepared by a third-party advisor) and make recommendations to the Board.
6. Review and recommend changes to the Board's investment policy.
7. Oversee the annual audit including:
    a. Recommending an auditor to the Board and members including but not limited to the independence of potential auditors.
    b. Annually assessing the auditor considering independence, communication and interaction, and quality of the engagement team.
    c. Confirming the scope of the audit, which shall include a review of the key financial processes.
    d. Providing an annual report to the Board regarding the audited financial statements and any significant information rising from discussions with the auditor.
    e. Providing an annual report to the members with:
        i. The Board's recommendation concerning the audited financial statements,
        ii. A summary of the auditor's observations together with Engineers Canada staff response, and
        iii. The Board's recommendation for the appointment of the following year's auditor.
    f. Conducting a comprehensive review of the auditor at least every five years. The outcome of this review is a recommendation to either retain the audit firm or put the audit out for tender.
    g. Providing information to the Board, as provided by the auditor, on significant new developments in accounting principles or relevant rulings of regulatory bodies with implications for the Board's financial policies.
8. Review and update the Board on finance-related matters such as internal financial controls and finance-related policies and procedures.
9. Conduct a review of any long-term procurement contracts that extend beyond five years.

At this time, the 2021-2022 work plan is as follows:

Mtg. #	Work plan item	Committee approval	Document deadline	Board meeting/ presentation
1.	a) Approve the committee work plan and chair	Jun. 14, 2021 Virtual	Aug. 19, 2021	Oct. 1, 2021
2.	a) Review draft budget (includes recommendation for setting the per capita assessment fee) b) Review risk register c) Review Q2 2021 financial statement d) Review Q2 investment performance report	Aug. 13, 2021 Virtual	Aug. 19, 2021	Oct. 1, 2021
3.	a) Review final budget (includes recommendation for setting the per capita assessment fee) b) CEO semi-annual update on whistleblower complaints	Oct. 21, 2021 Virtual	Oct. 29, 2021	Dec. 13, 2021
4.	a) Review Q3 2021 financial statements b) Review Q3 investment performance report c) Review risk register d) Review audit plan	Dec. 14, 2021 Ottawa, ON	NA	NA
5.	a) Review Q4 2021 financial statements b) Review Q4 & annual investment performance report c) Review Corporate Risk Profile	Feb. 24, 2022 Ottawa, ON	Mar.18, 2022	Apr. 6, 2022
6.	a) Review audited financial statements b) Review briefing note regarding appointment of auditors c) Review finance-related operational policies d) Review long-term procurement contracts e) CEO semi-annual update on whistleblower complaints	Mar. 16, 2022 Virtual	Mar.18, 2022[i]	Apr. 6, 2022
7.	a) Review Q1 2022 financial statements b) Review Q1 investment performance report c) Review risk register	May 12, 2022 Virtual	NA	NA

[i] The draft audited statements are the focus of this Board meeting, the agenda is circulated Mar. 23, 2022; translation is received from KPMG.

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BRIEFING NOTE: For decision by the Board

Governance Committee work plan	3.2b
Purpose:	To approve the work plan of the 2021-2022 Governance Committee
Link to the Strategic Plan/Purposes:	Board responsibility 4: Ensure the development and periodic review of Board policies
Link to the Corporate Risk Profile:	Governance functions (strategic risk)
Motion(s) to consider:	*THAT the Board approve the 2021-2022 Governance Committee work plan.*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Evelyn Spence, Legal Counsel and Corporate Secretary
Presented by:	Mike Wrinch, Director from British Columbia, and Chair of the Governance Committee

Problem/issue definition

- The Governance Committee enhances the Board's effectiveness and efficiency on matters relating to Board governance principles and policies.
- A work plan to support this purpose is drafted annually to ensure the committee is able to fulfill its role.

Proposed action/recommendation

- To approve the Governance Committee work plan.

Other options considered:

- N/A.

Risks

- Failure to ensure that Engineers Canada's governance is effective and meets the needs of Regulators could lead to loss of trust with the Members and operating without an approved work plan does not demonstrate accountability to the Regulators (Board responsibility 1).
- These risks are mitigated by setting and adhering to a committee work plan, which is approved and monitored by the Board.

Financial implications

- None identified. All work will be accomplished with staff time and internal resources.

Benefits

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

Consultation

- The Governance Committee considered the recommendations from the governance effectiveness survey and those recommendations made by the 2020-2021 Governance Committee, as well as the input of Engineers Canada staff, and the direction provided in the 2019-2021 Strategic Plan in the development of this work plan.

Next steps (if motion approved)

- Governance Committee to execute the work plan.

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Appendices

- **Appendix 1**: Governance Committee work plan (includes schedule for policy updates)

Governance Committee 2021-2022 DRAFT work plan

Committee purpose: The Governance Committee enhances the Board's effectiveness and efficiency on matters relating to Board governance principles and policies. It is specifically tasked to fulfill:

Board Responsibility 4: Ensure the development and periodic review of Board policies.

As per Board policy 6.8, *Governance Committee Terms of Reference,* the Governance Committee shall:

- Review and maintain the currency and relevance of Board policies and governance documents.
- Review and make recommendations on the currency and relevance of the Bylaws and Articles of Continuance.
- Make recommendations for Board education related to governance and Board effectiveness.
- Conduct a periodic survey of Regulators and Directors to evaluate the effectiveness of Board governance and operations and develop action plans to address any required improvements.

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

Mtg. #	Work plan item	Committee approval	Document deadline	Board meeting/ presentation
1	a) Appointment of committee chair b) Approval of the committee work plan c) Review 2021-2022 policy review schedule d) Conduct round 1 policy reviews	Jun. 14, 2021 Virtual	Aug. 4, 2021	Oct. 1, 2021
2	a) Conduct round 2 policy reviews[i] b) Review of Collaboration Task Force Terms of Reference[ii]	Sep. 15, 2021 Virtual	Oct. 14, 2021	Dec. 13, 2021
3	a) Conduct round 3 policy reviews b) Oversight of committee's portion of the strategic performance reporting on Board Responsibility 4[iii]	Nov. 17, 2021 Virtual	Dec. 15, 2021	February 25, 2022
4	a) Other policy/Bylaw improvements and additions, as identified b) Present final report for 2021-2022 committee contributions, including recommended additions for the 2022-2023 Governance Committee's work plan.	Mar. 14, 2022 Virtual	Mar. 28, 2022	May 27, 2022

[i] This exercise will include a review of the Chair assessment process, as recommended to the Board through the governance effectiveness survey, to determine ways in which Board committee chairs (including CEAB and CEQB chairs) may further contribute to the Board's overall performance.

[ii] The Governance Committee will look at a draft TOR for recommendation to the Board. In December, the Board will approve the TOR (including the composition criteria) and between December and January, the EC President will reach out to Directors with a call for task force members.

[iii] To be included in the annual strategic performance report.

2021-2022 Policy Review Schedule

#	Policy No.	Policy name	Review Period	Last approved	Committee review	Document deadline	Board meeting
1	1.1	History	Biennial	Oct. 8 2019	Jun. 14, 2021	Aug. 4, 2021	Oct.1, 2021
2	4.4	Confidentiality	Biennial	Oct. 8 2019	Jun. 14, 2021	Aug. 4, 2021	Oct.1, 2021
3	5.1	Relationships with the Engineering Regulators	Biennial	Oct. 8 2019	Jun. 14, 2021	Aug. 4, 2021	Oct.1, 2021
4	5.2	Treatment of staff and volunteers	Biennial	Oct. 8 2019	Jun. 14, 2021	Aug. 4, 2021	Oct.1, 2021
5	*2*	*Definitions**	*Biennial*	*Dec. 7 2020*	*Jun. 14, 2021*	*Aug. 4, 2021*	*Oct.1, 2021*
6	*7.7*	*Investments**	*Annual*	*Feb. 24 2021*	*Jun. 14, 2021*	*Aug. 4, 2021*	*Oct.1, 2021*
7	1.5	About this manual	Biennial	Dec. 9 2019	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
8	1.3	Purposes of Engineers Canada	Biennial	Jan. 8 2020 Cttee Mtg	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
9	7.8	Rules of order	Biennial	Jan. 8 2020 Cttee Mtg	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
10	7.10	Whistleblower policy and procedure	Biennial	Jan. 8 2020 Cttee Mtg	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
11	4.1	Board responsibilities	Biennial	Feb. 5 2020 Cttee Mtg	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
12	4.5	CEO Group Advisor to the Board	Biennial	Feb. 5 2020 Cttee Mtg	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
13	4.10	Standing agenda items	Biennial	Feb. 5 2020 Cttee Mtg	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
14	6.2	Board, committee, and task force chair assessment	Annual	Feb. 26 2020	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
15	9.1	Accreditation criteria and procedures report	Biennial	Feb. 26 2020	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
16	7.2	Board relationship with the CFES	Biennial	Apr. 1 2020 Cttee Mtg	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
17	7.3	Board relationship with the EDC	Biennial	Apr. 1 2020 Cttee Mtg	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
18	7.4	Board relationship with external organizations	Biennial	Apr. 1 2020 Cttee Mtg	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
19	3	Reporting structure	Biennial	May 22 2020	Sept. 2021	Oct. 13, 2021	Dec. 13, 2021
20	6.4	FAR Committee terms of reference	Annual	Oct. 2 2020	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022
21	7.12	Net Asset Policy	Annual	Oct. 2 2020	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022
22	5.3	Financial condition	Annual	Dec. 7 2020	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022
23	5.6	Planning	Annual	Dec. 7 2020	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022
24	4.9	Role of the Presidents	Annual	Dec. 7 2020	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022

#	Policy No.	Policy name	Review Period	Last approved	Committee review	Document deadline	Board meeting
25	5.7	Compensation and benefits	Annual	Dec. 7 2020	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022
26	*4.8*	*Board competency profile**	*Biennial*	*Dec. 7 2020*	*Nov. 2021*	*Dec. 8, 2021*	Feb. 25, 2022
27	4.12	Board self-assessment	Annual	Feb. 24 2021	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022
28	6.1	Board committees and task forces	Annual	Feb. 24 2021	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022
29	6.13	President-Elect nomination and election process	Annual	Feb. 24 2021	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022
30	9.3	National position statements	Annual	Feb. 24 2021	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022
31	6.9	CEAB	Annual	May 28 2021	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022
32	6.10	CEQB	Annual	May 28 2021	Nov. 2021	Dec. 8, 2021	Feb. 25, 2022
		Others, as determined	n/a	n/a	Early March		

*Denotes 2020-2021 Governance Committee recommendations (to review, sooner than their scheduled review date).

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BRIEFING NOTE: For decision by the Board

Human Resources Committee work plan	3.2c
Purpose:	To approve the work plan of the 2021-2022 Human Resources (HR) Committee
Link to the Strategic Plan/Purposes:	Board responsibility 1: to hold itself, and its Direct Reports accountable Board responsibility 6: to provide orientation and continuing development of Directors and others who work closely with the Board
Link to the Corporate Risk Profile:	Governance functions (strategic risk) Human resources (operational risk)
Motion(s) to consider:	*THAT the Board approve the 2021-2022 Human Resources Committee work plan.*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Christina Mash, Governance Administrator
Presented by:	Jean Boudreau, Director from New Brunswick, and Chair of the HR Committee

Problem/issue definition

- The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by attracting new volunteers and monitoring and assessing the performance of the Board, Committees, Directors, and the CEO so that Engineers Canada can deliver on its mandate.
- A work plan to support this purpose is drafted annually to ensure the committee is able to fulfill its role.

Proposed action/recommendation

- To approve the HR Committee work plan.

Other options considered

- N/A.

Risks

- Failure to meet the responsibilities of this committee (e.g. in respect of succession planning) could put the organization at reputational risk.
- Operating without an approved work plan introduces risks of not considering all necessary items and does not demonstrate accountability to the Regulators (Board responsibility 1).
- These risks are mitigated by setting and adhering to a committee work plan, which is approved and monitored by the Board.

Financial implications

- Proposed committee and Director development cost is included in the 2022 budget.

Benefits

- Provides transparency to stakeholders (Board and committee members, staff, and Regulators) regarding how and when strategic human resource issues will be managed.

Consultation

- The HR Committee relied on the recommendations of the 2020-2021 HR Committee, the input of Engineers Canada staff, and the direction provided in the 2019-2021 Strategic Plan in the development of this plan.

Next steps (if motion approved)

- HR Committee to execute the work plan.

Appendices

- **Appendix 1:** HR Committee work plan

Human Resources Committee 2021-2022 DRAFT work plan

Committee purpose: The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by attracting new volunteers and monitoring and assessing the performance of the Board, committees, Directors, and the CEO so that Engineers Canada can deliver on its mandate. It is specifically tasked to fulfill:

Board responsibility 1: Hold itself, its Directors, and its Direct Reports accountable

Board responsibility 6: Provide orientation of new Directors, and continuing development of Directors and others who work closely with the Board

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

a) In consultation with each outgoing committee chair, annually nominate new committee members and recommend committee chairs as per Board policy 6.1, *Board Committees and Task Forces*;
b) Regularly review policies which provide for the sound management of Engineers Canada's volunteers and personnel;
c) Establish, administer, and annually review Competency Profiles for the Board, individual Directors, and chairs;
d) Provide oversight of the Director onboarding and development program;
e) Annually review succession planning for the CEO, the Board, and its committees;
f) Annually confirm succession plans for the direct reports to the CEO;
g) Develop and recommend annual objectives for the CEO to the Board;
h) Conduct regular CEO assessments and make recommendations to the Board regarding annual CEO compensation; and,
i) Review results of the employee engagement survey.

The 2020-2021 outgoing HR Committee recommended work, as captured in Board report 5.5 from the May Board meeting, has been incorporated into the plan below.

Mtg. #	Work plan item	Committee approval	Document deadline	Board meeting/ presentation
1.	a) Confirmation of committee chair b) Nominate new committee members and recommend chairs c) Approval of the committee work plan d) Oversight of Director professional development[i]	May 29, 2021 Virtual	May 31, 2021 / Aug. 4, 2021	Jun. 14, 2021 / Oct. 1, 2021
2.	a) Confirmation of Chair assessment questionnaires [ii] b) Establish timelines and determine interviewees for informal CEO assessment, and consider securing support from external consultant c) Confirmation of succession plans for the CEO and direct reports to the CEO d) Receive for-information progress reports on employee engagement work plans[iii] e) Receive for-information progress reports on Volunteer Management Program project [iv]	Oct. 5, 2021 Virtual	Oct. 13, 2021	Dec. 13, 2021
3.	a) Confirmation of CEO objectives for 2022 b) Confirm questionnaires for the Board self-assessment, and the Director self- and peer-assessment c) Oversight of the committee's portion of the strategic performance reporting on Board Responsibilities 1 and 6 [v] d) Review results of CEO informal assessment (in-camera)	Dec. 14, 2021 Virtual	Dec. 15, 2021	Feb. 25, 2022

Mtg. #	Work plan Item	Committee approval date	Document deadline	Board meeting/ presentation
4.	a) Measurement of 2021 CEO objective results[vi] b) Finalizing recommendation to Board regarding CEO performance evaluation	Jan. 11, 2022 In-camera Virtual	Jan. 15, 2022	Feb. 25, 2022
5.	a) HR Committee representatives (3Ps) to meet with CEO to communicate the Board's decision for CEO assessment[vii]	Feb. 25, 2022 In-camera Ottawa, ON		Feb. 25, 2022
6.	a) Make recommendations on HR Committee nominees for 2022-2023 b) Review Board self-assessment report c) Review Director orientation program[viii] d) Present final report for 2021-2022 committee contributions, including recommended additions for the 2022-2023 HR Committee work plan	Mar. 29, 2022 Virtual	Mar. 28, 2022[ix]	May 27, 2022

[i] Oversight (planning and delivery) of Board development is an HR Committee responsibility. Planning is based on the Governance Committee's recommendations for governance training, following their oversight of the governance effectiveness survey results (delivered to the Board in May). Additionally, the 2020-2021 committee recommends equity, diversity, and inclusion training for the Board Directors on an annual basis, to support Engineers Canada's focus in this area. Staff will plan activities for consideration with the 2022 budget and will require the committee's advice in establishing an upper limit of funds to be used for the programming.

[ii] Assessments are performed for Board committees and task forces, including the CEAB and CEQB, as per Board policy 6.2, *Board, Committee, and Task Force Chair Assessment*. Additionally, the Governance Committee will be reviewing the process in 2021 to suggest improvements for the 2022 process (as per GES recommendations).

[iii] This activity will be added to future agendas, if required.

[iv] This activity will be added to future agendas, if required.

[v] To be included in the annual strategic performance review.

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

[vii] Translated informal assessment reporting circulated to Board, along with STI recommendation and objectives scoring. G. McDonald also receives scoring document, and STI recommendation is provided post-in-camera session.

[viii] Slides circulated to incoming Directors two weeks in advance of delivery (2021 delivery was May 17 and May 31).

[ix] Noted that this document deadline date follows the committee's decision date, which results from the timing of the Board and Directors assessment surveys. The documentation required will be the HR Committee nominee recommendation, and the Board self-assessment report.

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BRIEFING NOTE: For decision

National Position Statements	3.3
Purpose:	To approve new and updated National Position Statements
Link to the Strategic Plan/Purposes:	Operational imperative 5: Advocating to the federal government
Link to the Corporate Risk Profile:	National collaboration (strategic risk) Reputation (operational risk) Sustainability of engineering regulation (strategic risk)
Motion(s) to consider:	*a) THAT the following updated National Position Statements be approved:* *i.Qualified Person vs Professional Engineer* *ii.Science, Technology, Engineering, and Mathematics (STEM) Education*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Joey Taylor, Manager, Public Affairs
Presented by:	Gerard McDonald, Chief Executive Officer

Problem/issue definition

- National Position Statements (NPSs) are positions on key issues relating to the public interest. These are consensus positions of the provincial and territorial Engineering Regulators. These statements:
  - Represent the collective position of the engineering profession
  - Influence public policy
  - Facilitate discussion with government
  - Provide information for our Members and those of the engineering profession
- Engineers Canada's Public Affairs Advisory Committee (PAAC) is tasked with creating the NPSs. This committee is comprised of volunteers with multi-disciplinary backgrounds and expertise.
- Each year, PAAC develops NPSs on new and existing issues facing the engineering profession. In addition, PAAC works to update the current NPSs to ensure they remain up-to-date and relevant. This helps ensure that parliamentarians and the federal government consider the expertise of the engineering profession in policy-making.
- The current process for deciding which topics PAAC will be developing in the upcoming year starts with a discussion of the potential topics during PAAC's May meeting. This process includes reviewing all existing NPSs and deciding which ones require updating as part of the annual update cycle. The topics identified by PAAC are circulated for approval by the Engineers Canada Board and the CEO Group. Once approved, PAAC develops and/or updates the NPSs and presents them to the Engineers Canada Board and the Regulators for approval. The process for the identification and development of public policies supported by the Regulators is available in Board policy 9.3, *National Position Statements.*
- The NPSs for review at this meeting are linked to Operational imperative 5: Advocating to the Federal Government of the 2019-2021 Strategic Plan, and include:
  - Updated existing statements:
    - Qualified Person vs Professional Engineer
    - Science, Technology, Engineering, and Mathematics (STEM) Education

Proposed action/recommendation

- PAAC recommends that the Engineers Canada Board approve the attached NPSs.

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

Other options considered

- N/A

Risks

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

Financial implications

- N/A

Benefits

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

Consultation

- Our multi-disciplinary PAAC, Regulators (via the CEOs), and the Engineers Canada Board Directors were asked, by email, to review and provide comments and updates to the presented NPSs; 6 of the 12 Regulators and 1 Director responded with comments via e-mail.
- There were no objections or concerns regarding the engineering profession's position as laid out in the NPSs being presented.

Next steps (if motion approved)

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

Appendices

- **Appendix 1:** The following NPSs are included; tracked-change versions of the documents highlight areas of adjustment resulting from Consultation feedback:
  - Qualified Person vs Professional Engineer (updated)
  - Science, Technology, Engineering, and Mathematics (STEM) Education (updated)

Tracked change version

National Position Statements

Qualified Person vs. Professional Engineer

The engineering profession's position

- All professional engineers in Canada have a responsibility to protect public safety, the natural environment, economic interest and the public welfare. Provincial and territorial engineering regulators in Canada have a strict code of ethics, as well as a set of practice standards that must always be upheld by professional engineers. Professional engineers' accountability to the public is managed through provincial legislation; hence it needs to be respected by the federal government.
- Engineers Canada believes that the term "qualified persons," in some cases, infringes on the practice of engineering. The only persons qualified to carry out engineering work are professional engineers licensed with a provincial or territorial engineering regulatory body.
- Legislation referencing engineering work must specify that a professional engineer must carry out said work, rather than a "qualified person".
- Self-regulation of the engineering profession upholds public safety and welfare by ensuring that practitioners are qualified and accountable for the engineering work being conducted in communities across Canada.
- Use of the term "qualified person" with respect to government legislation that impacts engineering work must ensure that only a professional engineer licensed with a provincial engineering regulatory body is authorized to carry out engineering work.

The challenge(s)

A "qualified person" is a phrase used in legislation to describe an individual who, because of their knowledge, training, and/or experience, is deemed to be qualified to perform a specified duty safely and properly. While a qualified person may be a licensed professional, a license is not required to be considered a qualified person under this type of legislation. Qualified persons are therefore often not licensed and cannot be held accountable for their work. Without professional regulation, there may not be any recognized body to officially evaluate qualifications and set uniform standards for knowledge, training, and experience; there may be no competence checks or continuing professional development requirements; and qualified persons are not held professionally responsible for their work and subject to professional discipline for offences incurred on projects. Qualified persons may also not be held to practice standards or codes of ethics, potentially placing public safety, economic interests, and the natural environment at risk.

In Canada, the terms "professional engineer" and "engineer" are restricted by provincial law. The terms refer to an individual who holds a license with a provincial engineering regulatory body. Similar to the medical and legal professions, engineers in Canada are licensed to be held accountable in the provinces or territories in which their engineering work is being conducted.

How Engineers Canada has contributed

The practice of engineering is restricted to engineering license holders by provincial and territorial legislation. Engineers Canada strongly believes that the use of the term "qualified persons," in legislation

in some cases, overlaps the practice of engineering where the legislation does not require a licensed engineer to perform an activity that would be considered engineering by provincial or territorial legislation~~a specified engineering activity~~. It is imperative that all individuals providing engineering services, such as those providing engineering services with respect to the design and construction of infrastructure and other important works across the country, are licensed and regulated by provincial and territorial engineering regulatory bodies.

Recommendations to the federal government

Engineers Canada encourages the federal government to:

- Establish legislation requiring only a professional engineer, licensed with a provincial or territorial regulatory body to ~~do~~ perform specific acts of engineering within its federal jurisdiction, without creating a ~~percieved~~perceived exemption in legislation by using the term "qualified person."
- Encourage all provinces and territories to adopt a similar approach to such work when it is under their jurisdiction.
- Recognize and respect the jurisdiction of the provincial and territorial engineering regulators and acknowledge the constitutional assignation of the authority to regulate the engineering profession to these regulators.
- Ensure that any federal legislation or regulations that refer to engineering work require the involvement of a professional engineer, in accordance with provincial and territorial engineering legislation.
- Require federally regulated industries to mandate that engineering work performed in these industries be performed only using professional engineers licensed with a provincial or territorial engineering licensing authority.
- Avoid using the term "qualified person" as it applies to engineering work and replace it with "professional engineer licensed with a provincial or territorial engineering regulatory body". This should also apply to other regulated professions where the term "qualified person" is used instead of a licensed professional.

How Engineers Canada will continue to contribute

Engineers Canada will also continue to:

- Encourage federal decision-makers to ensure that legislation, or regulations that require the certification of projects and works by an engineer, retain explicit references to professional engineers in the interest of public safety across Canada.
- Work with provincial and territorial regulators to ensure that engineering work in Canada is appropriately regulated in the public interest.
- Monitor the government agenda, legislative initiatives, and proposed regulations to bring recommendations on "qualified persons" as it applies to engineering work to the attention of government.
- Actively identify opportunities to include requirements to use only professional engineers, with respect to engineering work ~~within federal legislation and regulations where such involvement is necessary to protect the public interest.~~.

Science, Technology, Engineering, and Mathematics (STEM) Education

The engineering profession's position

- Government support of science, technology, engineering, and mathematics (STEM) education is key to ensuring that Canada remains a leader in the provision of intelligent capital that can address local and global needs, and keep Canada prosperous.
- Programs dedicated to improving STEM education and access to education are critical in preparing the youth of today for the jobs of tomorrow.
- Canada is moving rapidly towards a knowledge-based jobs economy and STEM education can help provide sufficient graduates to address the current gap between demand and supply, while also addressing inequalities by providing access to good paying jobs to all.
- Canada must continue to be a leader in STEM education to protect its intellectual capital and ensure it is relevant in the future.

The challenge(s)

Although it is difficult to predict labour market demands in the long-term, changing societal needs as well as new developments in STEM, are factors that will change the way in which Canadians will work, and consequently require changes in education curricula with heavy emphasis on STEM. STEM literacy should be a core competency to which all students are exposed. Foundational skills in STEM will prepare Canadian youth by equipping them with the knowledge base to adapt and succeed in quickly changing times. The recent shift to incorporate the arts into STEM, creating STEAM, is about incorporating creative thinking and applied arts into real life situations Engineers consider the important role of arts in STEM as engineers rely on creative and innovative ways of thinking to solve society's complex problems. To ensure Canadians are prepared to meet coming challenges, the federal government must invest in STEM literacy and support the development of STEM skills for Canada's youth. Support for STEM education, specifically engineering education, is vital to address the challenges of today and the future with unbiased, innovative, and evidence-based solutions. This includes ensuring access to education for youth across Canada, including those residing in rural, remote, and Northern communities.

How Engineers Canada has contributed

Engineers Canada is actively engaged in supporting the development of STEM literacy in education and supporting engineering education through:

- Leading National Engineering Month, which is Canada's largest celebration of engineering excellence. Each March, volunteers engage youth in over 500 events through hands-on STEM activities that expose Canadian youth to engineering.

- Leading the Future City program in Canada, which, in partnership with DiscoverE, supports elementary schools in delivering a STEM-based curriculum that integrates the engineering design process with project-based learning.
- Working collaboratively with the Girl Guides of Canada to create the first engineering crest. This crest is awarded to Girl Guides who complete engineering-related activities under the supervision of a member of the engineering community, such as a professional engineer, engineer-in-training, engineering graduate, or engineering student. These activities are designed to illustrate the many ways that engineering shapes everyday life. By participating in the program, girls also gain a better understanding of engineering.
- Supporting the Go Eng Girl program, an initiative that is expanding across Canada and is credited with strong increases of female enrolment in undergraduate engineering programs across Ontario. Engineers Canada also supports the Canadian Federation of Engineering Students (CFES), a national, bilingual organization that represents approximately 81,000 engineering students across Canada. The CFES aims to provide opportunities in support of an all-encompassing education for engineering students in Canada to become unparalleled professionals in their field.
- Accrediting undergraduate engineering programs across the country. The Canadian Engineering Accreditation Board holds university engineering programs to some of the highest standards in the world, which helps create some of the best engineers. These programs are certified as meeting the academic requirements needed to be licensed as a professional engineer in Canada. Engineers Canada accredits undergraduate engineering programs to help maintain the capacity for producing highly trained and skilled individuals to meet future economic demands. As part of this accreditation, Engineers Canada ensures that the education that engineers receive is current and forward looking, adapting to change and in many cases leading it.

Recommendations to the federal government

Proactive and long-term education strategies must include investments in building fundamental STEM literacy. This strategic approach will help Canada maintain the capacity for producing highly trained and skilled individuals to meet future economic demands, all while simultaneously supporting Canada's innovative capacity.

Too often, when discussing STEM education, ~~is~~ the emphasis is placed on science, technology, and mathematics; ignoring the importance of engineering altogether. However, it is crucial that policies related to STEM literacy and skills place a larger emphasis on engineering to grow the public's understanding of the profession. Engineering is crucial to solving complex challenges that the Canadian public increasingly faces. Engineers, amongst their many other important contributions to society, create, maintain, refurbish, and decommission public infrastructure, from the basics of ~~upholding the integrity~~the provision of safe drinking water, to ensuring that Canadians remain connected through sustainable broadband infrastructure, and delivering solutions to adapt to Canada's rapidly changing climate.

A lack of understanding of how engineering work helps people in their everyday lives is one of several factors that contribute to a disproportionately low representation of women and Indigenous peoples in the profession. By including the contributions of previously untapped talent across Canadian

communities, the engineering profession will be better prepared to serve the public and to address complex problems with innovative solutions.

Increased federal support in addressing the foregoing issues in supporting STEM education, access to education, mentorship opportunities, internships, and initiatives, with particular emphasis on engineering will help to grow the leaders and influencers of the future. This increased support must come in many forms, such as bursaries, funding for co-operative engineering placements, support for Indigenous People's access to post-secondary engineering education, funding for engineering-specific initiatives at universities, colleges, high schools, elementary schools, and incubators, and placing an emphasis on engineering-related program funding through the Natural Sciences and Engineering Research Council of Canada (NSERC). Support can also come through the provinces and territories to obtain concurrence on STEM skills as a national priority.

How Engineers Canada will continue to contribute

Engineers Canada will also continue to:

- Collaborate with our partners and STEM organizations to offer engineering outreach programs and support the development of STEM initiatives related to engineering.
- Support the work the Canadian Engineering Accreditation Board does in accrediting undergraduate engineering programs at Canadian higher education institutions.

Clean version

National Position Statements

Qualified Person vs. Professional Engineer

The engineering profession's position

- All professional engineers in Canada have a responsibility to protect public safety, the natural environment, economic interest and the public welfare. Provincial and territorial engineering regulators in Canada have a strict code of ethics, as well as a set of practice standards that must always be upheld by professional engineers. Professional engineers' accountability to the public is managed through provincial legislation; hence it needs to be respected by the federal government.
- Engineers Canada believes that the term "qualified persons," in some cases, infringes on the practice of engineering. The only persons qualified to carry out engineering work are professional engineers licensed with a provincial or territorial engineering regulatory body.
- Legislation referencing engineering work must specify that a professional engineer must carry out said work, rather than a "qualified person".
- Self-regulation of the engineering profession upholds public safety and welfare by ensuring that practitioners are qualified and accountable for the engineering work being conducted in communities across Canada.
- Use of the term "qualified person" with respect to government legislation that impacts engineering work must ensure that only a professional engineer licensed with a provincial engineering regulatory body is authorized to carry out engineering work.

The challenge(s)

A "qualified person" is a phrase used in legislation to describe an individual who, because of their knowledge, training, and/or experience, is deemed to be qualified to perform a specified duty safely and properly. While a qualified person may be a licensed professional, a license is not required to be considered a qualified person under this type of legislation. Qualified persons are therefore often not licensed and cannot be held accountable for their work. Without professional regulation, there may not be any recognized body to officially evaluate qualifications and set uniform standards for knowledge, training, and experience; there may be no competence checks or continuing professional development requirements; and qualified persons are not held professionally responsible for their work and subject to professional discipline for offences incurred on projects. Qualified persons may also not be held to practice standards or codes of ethics, potentially placing public safety, economic interests, and the natural environment at risk.

In Canada, the terms "professional engineer" and "engineer" are restricted by provincial law. The terms refer to an individual who holds a license with a provincial engineering regulatory body. Similar to the medical and legal professions, engineers in Canada are licensed to be held accountable in the provinces or territories in which their engineering work is being conducted.

How Engineers Canada has contributed

The practice of engineering is restricted to engineering license holders by provincial and territorial legislation. Engineers Canada strongly believes that the use of the term "qualified persons," in legislation

in some cases, overlaps the practice of engineering where the legislation does not require a licensed engineer to perform an activity that would be considered engineering by provincial or territorial legislation. It is imperative that all individuals providing engineering services, such as those providing engineering services with respect to the design and construction of infrastructure and other important works across the country, are licensed and regulated by provincial and territorial engineering regulatory bodies.

Recommendations to the federal government

Engineers Canada encourages the federal government to:

- Establish legislation requiring only a professional engineer, licensed with a provincial or territorial regulatory body to perform specific acts of engineering within its federal jurisdiction, without creating a perceived exemption in legislation by using the term “qualified person.”
- Encourage all provinces and territories to adopt a similar approach to such work when it is under their jurisdiction.
- Recognize and respect the jurisdiction of the provincial and territorial engineering regulators and acknowledge the constitutional assignation of the authority to regulate the engineering profession to these regulators.
- Ensure that any federal legislation or regulations that refer to engineering work require the involvement of a professional engineer, in accordance with provincial and territorial engineering legislation.
- Require federally regulated industries to mandate that engineering work performed in these industries be performed only using professional engineers licensed with a provincial or territorial engineering licensing authority.
- Avoid using the term “qualified person” as it applies to engineering work and replace it with “professional engineer licensed with a provincial or territorial engineering regulatory body”. This should also apply to other regulated professions where the term “qualified person” is used instead of a licensed professional.

How Engineers Canada will continue to contribute

Engineers Canada will also continue to:

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How Engineers Canada will continue to contribute

Engineers Canada will also continue to:

- Collaborate with our partners and STEM organizations to offer engineering outreach programs and support the development of STEM initiatives related to engineering.
- Support the work the Canadian Engineering Accreditation Board does in accrediting undergraduate engineering programs at Canadian higher education institutions.

Back to agenda

BRIEFING NOTE: For information

2022 draft budget	4.1
Purpose:	To provide the 2022 draft budget to the Board for information and discussion in advance of approval in December 2021
Link to the Strategic Plan/Purposes:	Board responsibility 1: Hold itself and its Direct Reports accountable Board responsibility 3: Provide ongoing and appropriate strategic direction
Link to the Corporate Risk Profile:	Financial compliance (operational risk) Long-term financial viability (strategic risk)
Prepared by:	Derek Menard, Director, Finance
Presented by:	Nancy Hill, Director from Ontario, and Chair of the FAR Committee

Background

- The Board is required to ensure that an annual budget is developed that outlines the resources required to enable the strategic and operational plans.

Status update

- The Finance, Audit, and Risk (FAR) Committee reviewed the draft budget and provided feedback at their August meeting.

Next steps

- The Board is asked to provide feedback on the draft 2022 budget prior to presentation for approval at the December Board meeting.

Appendices

- **Appendix 1:** 2022 draft budget memo
- **Appendix 2:** Revenue and portfolio detail analysis sheets

Engineers Canada budget 2022

This draft budget is presented for information to the Engineers Canada Board of Directors on October 1, 2021.

Highlights

a) The 2022 budget includes $11.0 million in revenue and $13.3 million in expenses.

b) Capital expenditures for 2022 are estimated to be $247,108.

c) The significant projects to be funded from reserves are in three (3) categories:

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

2019-2021 strategic priorities (carried-forward):
Accreditation Improvement Program

Other projects:
Regulatory research foresight workshop
National membership database improvements
Mobility register improvement project

This results in total project-related spending of $2,228,908 in 2022.

d) Based on the projected revenues and expenses, it is proposed that the Board recommend to the Members that the 2024 Per Capita Assessment fee be reduced from $10.21 to $8.00 per registrant.

2022 Budget summary

The proposed 2022 budget has a deficit of $2,225,232. Note that $2,228,908 of total spending relates to significant projects, which are to be funded by drawing down on reserves. With significant projects excluded, the operating budget is in a $3,676 surplus position.

Expenditures have two (2) main components: operating expenses and expenditures related to significant projects. The 2022 operating expenses are $11.03 million, a slight reduction from 2021 where operating expenses were $11.06 million. Additional details for the operating expenses are included in the portfolio detail analysis.

Revenues are to see an increase of $4,480 compared to the 2021 budget. A detailed breakdown is included in the portfolio detail analysis.

Process and estimates

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

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

- Annual dues are calculated based on membership projections provided by Regulators.
- TD Insurance home and auto insurance program revenues are calculated using estimates provided directly by TD Insurance.
- As per our contract with TD Insurance, affinity revenue received from TD Insurance that would have gone to APEGA had they continued to be an eligible Regulator will be used by TD Insurance to market the home and auto insurance program in Alberta.
- The human resources (HR) budget (part of the Corporate Services portfolio) includes:
    - 47 full time employees (FTEs).
    - salary adjustments based on a salary band review for some employees, with others receiving a 2.7% cost of living increase.
    - 3% bonus pool.
- The capital budget is developed based on a review of the organization's infrastructure needs including physical facilities and IT.

2022 Budget

The 2022 budget has been structured to show the planned allocation of resources to each of the operational imperatives and strategic priorities as defined in the Engineers Canada 2022-2024 Strategic Plan. Additional detail on planned spending per portfolio is provided in the appendices.

Table 1 – 2022 Budget

Category	2022 Budget	2021 Budget	2022 Budget vs 2021 Budget $	2022 Budget vs 2021 Budget %	Notes
Revenues:					
Revenue - Corporate services (Per Capita Assessment)	3,633,153	3,580,619	52,535	1%	1
Revenue - National programs (Affinity)	7,383,145	7,373,800	9,345	0%	
Revenue – Outreach	17,600	75,000	(57,400)	-77%	2
Total revenues:	**11,033,898**	**11,029,419**	**4,480**	0%	
Operating Expenses:					
Accreditation	390,094	324,888	(65,206)	-20%	3
Fostering working relationships	154,892	144,969	(9,923)	-7%	
Services and tools	94,120	110,450	16,330	15%	4
National programs	853,989	871,488	17,499	2%	
Advocating to the federal government	92,859	94,754	1,895	2%	
Research and regulatory changes	9,450	110,000	100,550	91%	5
International mobility	99,580	191,720	92,140	48%	6
Promotion and outreach	403,800	459,633	55,833	12%	7
Diversity and inclusion	195,940	246,450	50,510	20%	8
Protect official marks	135,808	146,808	11,000	7%	
Secretariat services	1,189,304	1,213,763	24,458	2%	
Corporate services	7,410,385	7,146,058	(264,328)	-4%	9
Total Operating Expenses	**11,030,222**	**11,060,981**	**30,759**	0%	
Operating Surplus/(Deficit)	**3,676**	**(31,562)**	**35,239**		
Projects Spending:					
2022-2024 Strategic Plan					
Investigate and validate the purpose and scope of accreditation	601,591	-	(601,591)	n/a	10
Strengthen collaboration and harmonization	127,840	-	(127,840)	n/a	10
Accelerate 30 by 30	218,496	-	(218,496)	n/a	10
Reinforce trust and the value of licensure	513,860	-	(513,860)	n/a	10
	1,461,787	**-**	**(1,461,787)**	**n/a**	
2019-2021 Strategic Plan					
SP1: Accreditation Improvement Program	374,971	649,596	274,625	42%	11
SP4: Competency-Based Assessment Project	-	164,082	164,082	100%	
	374,971	**813,678**	**438,707**	**54%**	

Other Projects					
Regulatory Research -Foresight exercise	136,750	-	(136,750)	na	12
Space Program	-	12,900	12,900	100%	
IIDD Improvement Project	-	53,690	53,690	100%	
Nat'l Membership Database Improvements	155,400	371,450	216,050	58%	13
Mobility Register Improvement Project	100,000	-	(100,000)	na	14
	392,150	**438,040**	**45,890**	**10%**	
Total Project Spending	**2,228,908**	**1,251,718**	**(977,190)**	**-78%**	
Surplus/(Deficit)	**(2,225,232)**	**(1,283,280)**	**(941,952)**	**73%**	

Notes on 2022 budget vs 2021 budget

1. The $52,535 increase is mainly due to an increase in anticipated investment income due to the growth of our portfolio, offset by a slight decrease in annual dues.
2. The decrease of $57,400 in outreach revenue is due to changes in flow-through funding. Last year we had revenue for the Canadian Engineering Education Challenge (CEEC) National Coordinator Contribution of $75K. This initiative ended in 2021 and was offset by securing a Future City grant of $17.5K.
3. The 2022/2023 accreditation visit cycle includes 70 programs at 23 higher education institutions (HEIs). This is exceptionally high and is responsible for the increase in costs (Engineers Canada pays for all costs for accreditation visit teams).
4. The CEQB budget is driven by its work plan and the status of the items under development. Due to the current high number of guidelines and papers under development, there is only one (1) new guideline and one (1) guideline review planned to begin in 2022, resulting in lower costs. See the portfolio detail analysis sheet for more information.
5. 2021 was the first year for the regulatory research portfolio, and work was planned to be completed with consultants. As the program developed, it was determined that in-house resources could complete most work, resulting in lower costs for 2022. In addition, the regulatory research portfolio will support a foresight exercise project in 2022, which will be funded from reserves (see note 12).
6. In 2021 the costs for the international mobility portfolio included the costs for a monitoring team from Turkey, the UK, and Japan to travel to Canada and observe our accreditation process as part of the Washington Accord's review process. This review only occurs once every six (6) years. In addition, the 2021 budget included preliminary work on the mobility register enhancements. This cost has now been moved to the projects section.
7. The decrease in promotion and outreach is a result of a change in flow-through funding. Last year we had the Canadian Engineering Education Challenge (CEEC) National Coordinator Contribution of $75K. This initiative ended in 2021 and was offset by securing a Future City grant of $17.5K.
8. The 2022 budget has decreased from 2021 because: research was completed on truth and reconciliation in engineering education in 2021; spending on 4 Seasons licenses is reduced because fewer licenses will be needed in 2022; and there is a smaller budget needed for consultants in 2022 due to the completion of an equity, diversity, and inclusion (EDI) training webinar in 2022. In 2021, EDI training was provided for the Board, and the CEO and Presidents Groups; there is a decrease because the training is not being offered again in 2022. Board training on EDI in 2022 is included in the Board training budget instead of the diversity and inclusion budget.
9. The increase is due salary adjustments based on a salary band review or cost of living, a contracted rent increase for our office premise, offset by $50K of funding included in the 2021 budget for the upgrade of the risk register (removed from the 2021 budget), and a reduction in anticipated Journey to Excellence costs as there is no verification visit in 2022.

10. These items are new strategic priorities under the 2022-2024 Strategic Plan. The costs are in-line with the information presented to the Board in late 2020, and the budget for these items comes from reserves. See the portfolio detail analysis sheets for more information.
11. The Accreditation Improvement Project was not completed in 2021 due to delays on the developer's side for the new Tandem tool, and disruptions caused by COVID-19 and the introduction of virtual visits for the 2021/2022 visit cycle. As a result, work and budget are carried forward to 2022. Overall project spending remains within budget.
12. The foresight exercise is a one-time initiative to discuss and develop the potential futures of engineering regulation and the profession as input to the next Strategic Plan and the regulatory research portfolio. See the portfolio detail analysis sheets for more information.
13. The National Membership Database Improvement Project will continue in 2022. In 2021 the project was delayed due to protracted contract negotiations. As a result, budget from 2021 has been brought forward to 2022.
14. The Mobility Register Improvement project is designed to improve the back-end operations and administration of Engineers Canada's mobility register – a requirement of our continued participation in the APEC Engineers Agreement (APEC-EA) and the International Professional Engineers Agreement (IPEA).

2022 Budget – Total expenses by operational imperative, including staff costs

The following table is provided for analysis purposes. It shows proposed 2022 spending by operational imperative including projects and staff costs, as represented in the corporate services budget.

Table 2 – 2022 Budget with staff allocations

Category	Expenses	HR component	Total	Allocation	Weight[1]	Notes
OI 1 - Accreditation	1,366,656	843,831	2,210,487	18%	4	2
OI 2 - Fostering working relationships	282,732	114,086	396,818	3%	3	
OI 3 - Services & tools	249,520	325,833	575,353	5%	3	3
OI 4 - National programs	172,679	384,651	557,330	4%	1	4
OI 5 - Advocating to the fed. gov't.	92,859	290,531	383,390	3%	2	
OI 6 - Research	146,200	111,427	257,627	2%	2	
OI 7 - Int'l mobility	199,580	297,426	497,006	4%	1	
OI 8 - Promoting the profession	900,060	372,017	1,272,077	10%	2	5
OI 9 - Diversity & inclusion	414,436	337,250	751,686	6%	4	6
OI 10 - Protect official marks	135,808	25,218	161,026	1%	1	
Secretariat services	1,189,304	304,307	1,493,611	12%		
Corporate services	1,698,413	2,305,394	4,003,808	32%		
Total:	**6,848,249**	**5,711,971**	**12,560,220**	**100%**		

Notes

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

2022 Capital budget

Table 3 – Capital budget

Asset Type	2022 Budget	2021 Budget
Office furniture and equipment	$101,595	$15,000
Computer hardware	$41,000	$13,000
Leasehold improvements	$104,513	$31,500
Total:	**$247,108**	**$59,500**

In 2022, $41K of the capital budget will be used to replenish computer hardware, based on our 4-year evergreen cycle. In addition, office furniture and equipment and leasehold costs of $206K will be invested in creating three (3) new meeting rooms and upgrading the audio visual in all meeting rooms to enable a hybrid work environment.

Status of reserves

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

Table 4 - Reserves

Year	Net Assets	Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes
2021	2021 Opening balance	1,500,000	2,000,000	2,500,000	407,737	9,363,333	15,771,070	1
	Additions to capital assets				59,500	(59,500)		
	Amortization of capital assets				(149,839)	149,839		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2021 surplus/(deficit)					3,697,851		
	Projected 2021 closing balance	**1,500,000**	**2,000,000**	**2,500,000**	**360,082**	**13,108,839**	**19,468,921**	
2022	Additions to capital assets				247,108	(247,108)		
	Amortization of capital assets				(184,505)	184,505		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2022 surplus/(deficit)					(2,225,232)		
	Projected Sub-total at end of 2022	**1,500,000**	**2,000,000**	**2,500,000**	**465,369**	**10,778,320**	**17,243,689**	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)					2,593,294		2
	Projected 2022 closing balance (Incl. potential increase from TD affinity program)	**1,500,000**	**2,000,000**	**2,500,000**	**465,369**	**13,371,614**	**19,836,983**	4
2023	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(188,195)	188,195		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2023 surplus/(deficit)					(3,675,043)		
	Projected Sub-total at end of 2023	**1,500,000**	**2,000,000**	**2,500,000**	**419,858**	**7,148,788**	**13,568,646**	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)					2,657,670		5
	Projected 2023 closing balance (Incl. potential increase from TD affinity program)	**1,500,000**	**2,000,000**	**2,500,000**	**419,858**	**12,399,752**	**18,819,610**	4

Year	Net Assets	Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes
2024	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(191,959)	191,959		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2024 surplus/(deficit)					(3,441,773)		
	Projected Sub-total at end of 2024	**1,500,000**	**2,000,000**	**2,500,000**	**370,583**	**3,756,291**	**10,126,874**	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)					2,727,649		5
	Projected 2024 closing balance (Incl. potential increase from TD affinity program)	**1,500,000**	**2,000,000**	**2,500,000**	**370,583**	**11,734,904**	**18,105,487**	4

Note 1 - Agreed to 2020 audited financial statements

Note 2 - See paragraph below for additional information

Note 3 - Amount excludes potential increase to unrestricted reserves: PEO TD affinity program (2022, 2023 and 2024)

Note 4 - Amount includes potential increase to unrestricted reserves: PEO TD affinity program (2022, 2023 and 2024)

Note 5 - Estimate based on forecast provided by TD

At the end of 2021, it is expected that total net assets will amount to $19.5 million, with the unrestricted reserves at $13.1 million. By the end of 2022, total net assets will increase to $19.8 million and unrestricted reserves will be at $13.4 million dollars. These numbers assume that PEO continues to **not** participate in the TD Insurance affinity program.

Three-year projection: 2022 -2024

The following table shows projections on future revenues and expenditures for the years 2022-2024.

Table 5 – Three-year projection

Category	2022	2023	2024	Notes
Revenues:				
Revenue - Corporate services	3,633	3,653	3,673	1
Revenue - National programs	7,383	7,420	7,489	2
Revenue – Outreach	18	18	18	
Total revenues:	**11,034**	**11,091**	**11,181**	
Operating Expenses:				
Accreditation	390	342	348	3
Fostering working relationships	155	158	161	
Services and tools	94	136	137	4
National programs	854	871	888	
Advocating to the federal government	93	95	97	
Research and regulatory changes	9	10	10	
International mobility	100	102	104	
Promotion and outreach	404	412	420	
Diversity and inclusion	196	214	227	5
Protect official marks	136	139	141	
Secretariat services	1,189	1,189	1,212	
Corporate services	7,410	7,539	7,703	
Total Operating Expenses	**11,030**	**11,204**	**11,449**	
Operating Surplus/(Deficit)	**4**	**(113)**	**(268)**	
Projects Spending:				
2022-2024 Strategic Plan				
SP 1.1 Investigate and validate the purpose and scope of accreditation	602	546	553	6
SP 1.2 Strengthen collaboration and harmonization	128	52	-	6
SP 2.1 Accelerate 30 by 30	218	208	212	6
SP 2.2 Foster trust and the value of licensure	514	2,757	2,409	6
	1,462	**3,562**	**3,174**	
2019-2021 Strategic Plan				
Accreditation Improvement Program	375	-	-	
	375	**-**	**-**	

Category	2022	2023	2024	Notes
Other Projects				
Regulatory research foresight exercise	137	-	-	
National Membership Database Improvements	155	-	-	
Mobility Register improvement project	100	-	-	
	392	**-**	**-**	
Total Project Spending	**2,229**	**3,562**	**3,174**	
Surplus/(Deficit)	**(2,225)**	**(3,675)**	**(3,442)**	

Notes on projections

1. Annual dues show a slight increase supported by slight growth projected by some Regulators (overall 0.3%), coupled with slight increases in investment income.
2. TD affinity revenues are based on the 5-year projections provided by TD, which call for a 0.8%, and 1.3% increase in 2023 and 2024, respectively, for Engineers Canada's portion. Revenue projections do not include any funds that would come to Engineers Canada as a result of PEO not joining the TD affinity program.
3. Costs are foreseen to decrease in 2023 and 2024 due to lower volume of accreditation visits.
4. Costs are foreseen to increase in 2023 and future years due to the addition of annual hosting, maintenance, and support fees for the new national membership database (NMDB) tool.
5. This budget is based on the current and planned ongoing work to support and promote equity, diversity, and inclusion in the profession, including sponsorships, training, and research. Costs are foreseen to increase due to increasing research and support for face-to-face meetings and conferences in 2023/2024.
6. These budgets are based on the current high-level planning for the strategic priorities and will be adjusted as the projects progress.

Assumptions

These projections assume Engineers Canada maintaining a similar scope of work and strategic direction from 2022 through 2024.

A 2% inflation rate was assumed in preparing projection of operating expenses.

2023-2024 projections are based on the 2022-2024 strategic priorities and currently available information. Engineers Canada commits to developing operating budgets that are breakeven and that will increase no more than the projected rate of inflation for each upcoming year through the annual budgeting process.

Proposed 2024 Per Capita Assessment Fee

As per section 7 of the Engineers Canada Bylaw, the Board must provide a proposal for the 2024 Per Capita Assessment Fee (PCAF). Projections for the 2025 and 2026 PCAF are also provided, as per Regulators' request. The proposed PCAF has been established with due consideration of expenses (operating, project, and strategic) and revenue. The following assumptions were made in the calculation of the proposed PCAF:

1. The revenue received from the PCAF is based on the estimates from Regulators up until 2024 and is increased 2% year-over-year for 2025-2026.
2. The revenue received from affinity programs is based on projections from the program providers.
3. It is assumed that PEO will **not** avail itself of the approximately $2.6M in affinity revenue that is available to them in 2022. In future years, it is assumed that PEO **will** avail itself of the affinity revenue.
4. Operating expenses will increase at a rate of 2% per year.
5. Spending in 2025 and 2026 on the new strategic priorities is $2.0M per year.

Table 6 – Projected Unrestricted Reserve Balances

The following table shows projected unrestricted reserve balances by year based on the above assumptions. Scenario 1 assumes a $9.00 PCAF from 2024-2026, and scenario 2 assumes $8.00 PCAF.

Scenario 1	
PCAF =	**$ 9.00**
PEO revenue	to EC only in 2022

Scenario 2	
PCAF =	**$ 8.00**
PEO in 2022	to EC only in 2022

Unrestricted Reserve Balances:

Year	Amount
2022	13,371,614
2023	9,742,082
2024	5,980,377
2025	3,359,364
2026	708,438

Year	Amount
2022	13,371,614
2023	9,742,082
2024	5,675,246
2025	2,743,000
2026	(225,385)

Scenario 1B and 2B, below, are for illustration purposes, and display the projected reserve balances if PEO does **not** avail itself of any TD affinity revenue from 2022-2026, and all monies accrue to Engineers Canada.

Scenario 1B	
PCAF =	**$ 9.00**
PEO revenue	to EC all years

Scenario 2B	
PCAF =	**$ 8.00**
PEO revenue	to EC all years

Unrestricted Reserve Balances:

Year	Amount
2022	13,371,614
2023	12,399,752
2024	11,365,696
2025	11,548,134
2026	11,782,534

Year	Amount
2022	13,371,614
2023	12,399,752
2024	11,060,565
2025	10,931,770
2026	10,848,711

Based on the above, it is recommended that the PCAF be reduced by $2.21 to $8.00. This will result in a reduction of revenues of $674K in 2024. This revenue will be offset by drawing down the equivalent amount from the unrestricted reserves in 2024, and subsequent years where the PCAF remains at this level. The result is a balance for the unrestricted reserves of $5.7 million at the end of 2024, above the Board-mandated minimum of $1.0 million.

For 2025 and 2026, it is expected that the PCAF will remain at the same level, unless the affinity situation with PEO changes.

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Appendix 2 - Revenue and portfolio detail analysis sheets

Revenue
Detail analysis

Description: Engineers Canada revenues are made up two (2) main components: affinity program sponsorships and the annual dues received from Regulators. These two (2) components are expected to make up 87% of the 2022 revenues. The remaining portion contains revenues that are for specific endeavours which have related expenses such as the Secondary Professional Liability Insurance Program (SPLIP), the sponsorship of the awards gala and spring meetings, Future City funding, and Engineering Deans Canada (EDC) revenues. These five (5) components make up 8% of total revenues. The final 5% of revenues are made up of income and appreciation of investments, rent revenue, and interest earned on bank balances.

Budget details

Number	Description	2022 Budget	% of Total	2021 Budget	Change
1	Affinity and Insurance Programs Revenue	6,514,334	59.0%	6,491,012	23,322
2	Provincial Annual Dues Revenue	3,096,426	28.1%	3,135,403	(38,977)
3	SPLIP Revenue	681,310	6.2%	695,288	(13,978)
4	Changes in the Fair Value of Investments	260,000	2.4%	184,320	75,680
4	Investment Income	220,000	2.0%	190,000	30,000
5	Awards Sponsorship Revenue	175,000	1.6%	175,000	-
6	EDC Revenue	38,588	0.3%	37,516	1,072
7	Future City Revenue	17,600	0.2%	-	17,600
8	Rent Revenue	11,340	0.1%	30,180	(18,840)
9	AGM Sponsorship Revenue	12,500	0.1%	12,500	-
10	Interest Bank Accts (CND) Revenue	4,800	0.0%	1,200	3,600
11	Other Revenue	2,000	0.0%	2,000	-
12	CEEC Cord.	-	0.0%	75,000	(75,000)
	Total:	**11,033,898**	**100%**	**11,029,419**	**4,479**
13	Potential additional Affinity Program revenues	2,593,294		2,619,901	(26,607)
	Total Revenue (incl. potential additional Affinity revenues):	**13,627,192**		**13,649,320**	**(22,128)**

Rationale for 2022 budget:

1. The affinity program revenues for 2022 are determined by the agreements signed, the largest of which is the TD Insurance home and auto insurance program. 2018 was the first year of a 12-year agreement with TD Insurance for the home and auto insurance program. The 2022 TD Insurance revenues are calculated based upon the total written premium value for 2021. This figure will not be known with certainty until early in 2022. The 2022 estimate is based upon total written premium projections ($365M) 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 2022 membership projections received (303,274 members), Engineers Canada expects a slight decrease in annual dues in 2022.
3. SPLIP program revenues are based on estimates for 2022 participation levels. These estimates show slight decrease from 2021. This is a flow-through revenue which is offset by an equivalent expenditure.
4. The investment income has increased by $106K due to the increased value of our investment portfolio. Revenue is calculated based our investment policy guidelines, which has a targeted rate of return of 3%.

5. Awards sponsorships are the same as in 2020. This is a flow-through revenue which is offset by an equivalent expenditure.
6. The EDC revenue is a flow-through revenue that is offset by an equivalent expenditure.
7. These are funds to support the Future City project, the multi-year funding agreement ends in 2023. This is a flow-through revenue which is offset by an equivalent expenditure.
8. These revenues are from renting out space at the Engineers Canada office, the decrease from 2021 is due to 1 sub-tenant not renewing their lease.
9. No change in 2022. This is a flow-through revenue which is offset by an equivalent expenditure.
10. Excess short-term cash from operations are kept in an interest-earing savings account. The increase in anticipated interest is due to the implementation of cashflow forecasting, thus minimizing funds in our operating account.
11. No change from 2021.
12. The Canadian Engineering Education Challenge (CEEC) program ended in 2021. It was made up of funds collected from 10 higher education institutions (HEIs). This was a flow-through revenue offset by an equivalent expenditure, with the funds going towards the costs of the CEEC national coordinator position housed at McMaster University
13. This amount represents the potential additional revenue for Engineers Canada in 2022 should PEO decide not to join the TD affinity program by the end 2021.

Accreditation
2022 Portfolio detail analysis

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

Description: This portfolio contains all the work in Operational Imperative 1 (OP1, the regular business of the CEAB) and Strategic Priority 1.1 (SP1.1) *Investigate and Validate the Purpose and Scope of Accreditation*. In addition, some work related to the previous Strategic Plan's *Accreditation Improvement Program* is carried over.

Budget details:

Cost element	2022
1. Accreditation business (OP1)	$390,094
2. Investigate and validate the purpose and scope of accreditation (SP1.1)	$601,591
3. Accreditation improvement program	$374,971
Totals	**$1,366,656**

Rationale for 2022 budget:

1. This includes the costs for program visits, the costs for training of visitors and staff from the higher education institutions (HEIs), and the cost of the work to develop, maintain, and improve accreditation criteria and procedures with Key Stakeholder groups.
2. This project will investigate, with Regulators, a new national academic requirement for licensure and will determine the scope of accreditation in consultation with Engineering Deans Canada (EDC) and the educators working in accredited engineering programs. In 2022, the results of the benchmarking of the Canadian engineering accreditation system will be presented, and the research into the current and future state of engineering education. Work will also begin with Regulators on the academic requirement for licensure and the scope of accreditation. Most costs are related to either travel for the various working and advisory groups, or fees for the project consultants and researchers.
3. The Accreditation Improvement Program was not completed on time due to two (2) factors: delays on the developer's side for the development of the new Tandem tool, and disruptions caused by COVID-19 and the introduction of virtual visits for the 2021/2022 visit cycle. As a result, work carried forward to 2022 includes training and roll-out of the completed tool. All costs are carried forward from 2021 and are within the original project budget.

Considerations for the Board:

- The CEAB's total 2022 budget is $1,589,034 versus $1,198,950 in 2021. This is the total of costs presented here plus the costs to host CEAB meetings included in the secretariat services portfolio detail analysis.

Fostering relationships among the Regulators
2022 Portfolio detail analysis

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

Description: This portfolio contains all of the work under Operational Imperative 2, including supporting the officials' groups, the CEO Group and the Presidents Group.

Budget details:

Cost element	2022
1. Officials groups	$123,348
2. Presidents Group	$3,910
3. CEO Group	$27,634
4. Strengthen collaboration and harmonization (SP1.2)	$127,840
Totals	**$282,732**

Rationale for 2022 budget:

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

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
2022 Portfolio detail analysis

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

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

Budget details:

Cost element	2022
1. CEQB work plan items (as currently proposed)	$94,120
2. National membership database	$155,400
Totals	**$249,520**

Rationale for the 2022 budget:

1. This includes budget for the delivery of the proposed CEQB 2022 work plan, as follows:

Guideline on duty to report (whistleblowing)	New for 2022	
Guideline for engineers and engineering firms to foster gender inclusive workplaces	Carried forward	$20,900
Update of the paper on software engineering	Carried forward	$4,000
New aeronautical and aerospace engineering syllabus	Carried forward	$0
Guideline for engineers and engineering firms on Indigenous consultation and engagement	Carried forward	$27,240
Feasibility study to identify alternative methods for academic assessments of non-CEAB graduates	Carried forward	$33,700
Review of the 2013 public guideline on good character	New for 2022	$6,000
Updates to six (6) syllabi	Ongoing	$0
Liaison with the Regulators (officials groups and individual Regulators) and translation costs	n/a	$2,280
TOTAL		**$94,120**

2. This includes costs for a new tool to replace the existing NMDB which is hosted on aging servers that will not be supported for security updates beyond 2023. Engineers Canada is working with a contractor, and in consultation with the National Admissions Officials Group, to launch the new tool in 2022-Q2.

Considerations for the Board:

- The CEQB's total 2022 budget is $257,120, versus $313,182 in 2021. This is the total of costs presented here plus the costs to host CEQB meetings included in the secretariat services portfolio detail analysis.
- The CEQB uses consultants to support the delivery of their work plan items. This allows for a high quality of documents, while managing workload for staff.
- The majority of work undertaken by the CEQB is multi-year. Only the work on the new guideline for engineers and engineering firms to foster gender inclusive workplaces, the update to the paper on software engineering, and the new aeronautical and aerospace syllabus are expected to conclude in 2022. All other work will carry forward to 2023.

- The NMDB is a tool used by Regulators to facilitate the licensure of individuals who are already licensed by another Canadian jurisdiction. Eleven Regulators access the NMDB to check the licensure status of such applicants, and six (6) Regulators upload data about their own applicants (with five (5) others working to join this group).

Offering national programs
2022 Portfolio detail analysis

Portfolio: Offering national programs

Description: This portfolio contains the items from Operational Imperative 4 which relate to the costs for the affinity programs.

Budget details:

Cost element	2022
1. Affinity programs	$167,680
2. Secondary Professional Liability Insurance Program (SPLIP)	$686,309
Totals	**$853,989**

Rationale for 2022 budget:

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

Considerations for the Board:

- No additional considerations.

Advocating to the federal government
2022 Portfolio detail analysis

Portfolio: Advocating to the federal government

Description: This portfolio contains all the items under Operational Imperative 5 (OP5), including ongoing work of the advocacy sub-strategy.

Budget details:

Cost element	2022
1. Legislative monitoring	$36,500
2. Hill Day 2022	$27,720
3. Public Affairs Advisory Committee	$21,000
4. Public policy initiatives	$4,380
5. Federal government panels	$3,259
Totals	**$92,859**

Rationale for 2022 budget:
This includes budget for all advocacy activities including ongoing activities and activities recommended in the OP5 sub-strategy:

1. Legislative monitoring: retention of a public affairs firm to ensure better monitoring of federal legislation affecting the regulation of engineering and the engineering profession.
2. Hill Day: the cost of hosting Hill Day, which is anticipated to be held in the spring of 2022, after the federal budget and the fall 2021 election.
3. Public Affairs Advisory Committee: the cost of the three (3) in-person meetings, which are held at the same time as the in-person Board meetings to reduce cost.
4. Public policy initiatives and translation services: the costs of public policy initiatives (travel cost for meetings with parliamentarians, registration to events, etc.) and translation services.
5. Federal government panels: the costs associated with travelling to participate and represent Engineers Canada in meetings of federal committees and consultation panels outside Ottawa where travel costs are not covered by government. This includes, for example, meetings of the Natural Resources Canada Adaptation Panel Plenary held in the spring and fall.

Considerations for the Board:

- The COVID-19 pandemic is seeing the federal government shift its focus to addressing the economic and social impacts of the pandemic, forcing the public affairs and government relations team to adjust their work to address these unique circumstances. Nevertheless, regular program work advocating to, and maintaining positive relations with, the federal government will be extremely important in 2022 to ensure that we remain a trusted advisor on issues related to the regulation of engineering and on key issues for the engineering profession.

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Monitoring, researching, and advising on engineering and regulation
2022 Portfolio detail analysis

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

Description: This portfolio contains all of the work in Operational Imperative 6, monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.

Budget details:

Cost element	2022
1. Emerging areas of practice	$3,500
2. Educational events and conferences	$2,950
3. Research paper	$3,000
4. Foresight exercise	$136,750
Totals	**$146,200**

Rationale for 2022 budget:

1. This includes costs for the translation of a paper on emerging areas of practice (specific area TBD by CEO Group).
2. This represents an allowance for participation at three (3) educational events/conferences.
3. This includes costs for the translation of a research paper (specific topic TBD by CEO Group).
4. The foresight exercise is a one-time initiative involving a series of workshops and meetings that will bring together key actors in the engineering environment and thought leaders in technology, social innovation, environmental change, and other areas which are likely to affect the potential futures of engineering regulation and the profession. Opening a robust dialogue to consider different perspectives about how the future of engineering may be impacted, shaped, or re-imagined will help identify critical research subjects. The findings from the foresight exercise will serve as an input to the environmental scan for the 2025-2027 Strategic Plan and set the direction of the regulatory research portfolio.

Considerations for the Board:

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

International mobility of engineering work and practitioners
2022 Portfolio detail analysis

Portfolio: International mobility of engineering work and practitioners

Description: This portfolio contains the items under Operational Imperative 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	2022
1. US-based organizations (ABET, NSPE, NCEES)	$18,680
2. International organizations (IEA)	$53,000
3. Foreign credential recognition tools	$27,900
4. Mobility register improvement project	$100,000
Totals	**$199,580**

Rationale for 2022 budget:

1. This includes the costs for two (2) people (one (1) staff, and one (1) volunteer) to attend the annual meeting of each of these organizations: ABET (the engineering accreditation body in the US), the National Society of Professional Engineers (NSPE), and the National Council of Examiners in Engineering and Surveying (NCEES).
2. This includes the costs for four (4) people to attend the annual meeting of the International Engineering Alliance (IEA) in South Africa, as well as the annual membership fees.
3. This includes the cost to host and maintain the IIDD, as well as the cost of upkeeping the EngineerHere.ca website and implementing Regulator-requested updates.
4. This includes the cost to improve the online interface and back-end tools used to maintain the mobility register. Maintaining a register is a condition of membership in the International Professional Engineers' and APEC Engineers' agreements.

Considerations for the Board:

- The International Engineering Alliance has not made a final decision regarding the location of its 2022 meeting, which may be held virtually if COVID-19 conditions necessitate.

Promoting recognition of the value of engineering and sparking interest in the next generation 2022 Portfolio detail analysis

Portfolio: Promotion and outreach

Description: This portfolio contains all of the work under Strategic Priority 2.2 (SP2.2) and Operational Imperative 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	2022
1. Promotion and outreach	$134,200
2. Awards, scholarships, and fellowships	$269,600
3. SP2.2: Foster trust and the value of licensure	$513,860
Totals	**$917,660**

Rationale for 2022 budget:

1. This budget includes: K-12 Development (Girl Guides Canada, Scouts Canada, Future City), Engineering Student Development (Canadian Federation of Engineering Students (CFES), EngiQueers), National Collaborative Outreach Initiatives (National Engineering Month, Online Social Media Working Group, OneHub Community of Practice), and Joint Thought Leadership (Sustainability in Practice MOOC, Digital Engagement Working Group, Explore Engineering website, Benchmark Research).
2. This budget includes operation of the awards program, the scholarship program, and the fellowship program. Savings have been realized by shifting meetings of the Awards Committee to an online format for the long term. Such savings are offset in 2022 by a one-time increase in Awards Gala costs, as the 2020 and 2021 award recipients will be invited to attend the 2022 Awards Gala. The majority of the awards and scholarship expenditures are offset by contributions through sponsorship of the spring meetings.
3. Strategic Priority 2.2 *Foster Trust and Value of Licensure* begins in 2022. Costs in the first year include: two (2) meetings of the advisory group; audience research; and external consultants for the development of messaging for the value of licensure, discovery and gap analysis for outreach to engineering graduates and EITs, and the development and delivery of our marketing campaign.

Considerations for the Board:

- No additional considerations.

Promoting diversity and inclusion in the profession
2022 Portfolio detail analysis

Portfolio: Diversity and inclusion

Description: This portfolio contains all of the work under Strategic Priority 2.1 (SP2.1) and Operational Imperative 9 (OP9), including ongoing work and the implementation of the SP2.1 sub-strategy.

Budget details:

Cost element	2022
1. SP2.1: work arising from sub-strategy	$218,496
2. OP9: ongoing equity, diversity and inclusion (EDI) work	$195,940
Totals	**$414,436**

Rationale for 2022 budget:

1. This budget includes work for SP2.1, including: new hire (EDI Associate); 30 by 30 conference; and research and updating of the 'Managing Transitions' national resource. This budget also includes ongoing work to support 30 by 30, including: communication and promotion of 30 by 30 (e.g., 30 by 30 webpage, monthly newsletter, etc.); developing an employer engagement strategy in consultation with the Regulators; participation in and promotion of International Women in Engineering Day (INWED) and the DiscoverE Persist Series in Canada; sponsorships for EngiQueers Canada, Canadian Coalition of Women in Science, Engineering, Trade and Technology (CCWESTT), Women in Engineering Summit (WES), and the Ontario Society of Professional Engineers (OSPE) EDI Forum; sponsoring the Engendering Success in STEM research consortium and participation in their partner meeting; translation for 30 by 30 communications materials; and travel to women in engineering conferences, events, and meetings with Regulators on 30 by 30.
2. This budget includes ongoing work for OP9 to support Indigenous inclusion and EDI, including: engaging and supporting the Indigenous Advisory Committee with an in-person meeting in Ottawa in 2022; sponsorship for the American Indian Science and Engineering Society (AISES) in Canada Gathering; sponsorship for the Indspire Engineers Canada Bursary; training budget for 4 Seasons of Reconciliation and facilitating training sessions for staff and volunteers; support for the Decolonization and Indigenization in Engineering Education Network (DIEEN) sessions; research on the experience of and barriers for Indigenous engineers; translation for Indigenous inclusion and EDI communications materials; data collection and production of the National Membership Report, and travel to Indigenous STEM and EDI events.

Considerations for the Board:

- No additional considerations.

Protecting official marks
2022 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 of the work in Operational Imperative 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	2022
1. Trademark enforcement	$130,000
2. Texts and subscriptions	$5,808
Totals	**$135,808**

Rationale for the 2022 budget:

1. This budget is based on an estimate of $120,000 for legal fees plus disbursements of $10,000. The estimate for legal fees takes into consideration that Engineers Canada's external counsel's hourly rate will increase in 2022, as it has not been adjusted in several years (we will, however, continue to be offered a $50/hr discount on hourly rates). At this point in time, we do not know what oppositions will come forth in 2022, as this depends on what trademarks will be uncovered by future advertisement searches. That said, of the ten (10) oppositions that are currently underway, we expect that one (1) hearing could be set (in either 2022 or 2023), and five (5) matters are expected to require that arguments and evidence be filed, with a possibility also that cross-examinations take place in 2022. Evidence, arguments, and hearings attract larger fees as they require significant amount of time to prepare. Accordingly, of the $120,000 legal fee estimate, the anticipated "known" arguments, evidence, and possible hearing in the above mentioned six (6) matters would comprise roughly $45,000. Moreover, if additional marks are identified for opposition in the remainder of 2022, further evidence may become due in 2022.

   Disbursement costs for 2022 are expected to be lower than they have been in past years, due to the Trademarks Office now allowing for online filing of evidence and e-service being permitted. These will result in lower costs with respect to photocopy and courier charges for filing and serving evidence.

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
2022 Portfolio detail analysis

Portfolio: Secretariat services

Description: This portfolio contains all of the Board Responsibilities (BR1-6) and the expenses related to supporting the Board, its committees, and Engineering Deans Canada (EDC).

Budget details:

Cost element	2022
1. Board and committee meetings	$676,012
2. Strategic planning and consultation program	$5,000
3. CEAB meetings	$222,378
4. CEQB meetings	$163,000
5. President's travel	$79,883
6. EDC	$43,032
Totals	**$1,189,304**

Rationale for 2022 budget:

1. This includes costs for: the Board's February, May, September, and December meetings, the May Annual Meeting of Members (AMM), and the June Board strategic workshop. It also includes all meetings of Board committees and task forces.
2. This includes the cost for translation of the environmental scan.
3. This includes the costs for three (3) face-to-face CEAB meetings, as well as costs for face-to-face meetings of the CEAB's Policies & Procedures Committee.
4. This includes the costs for three (3) face-to-face CEQB meetings, as well as costs for face-to-face meetings of the CEQB's Executive Committee. Note that this is an anomaly for 2022. The CEQB normally only meets twice face-to-face but has requested to transition their January virtual meeting to an in-person meeting for 2022. See "Considerations" section, below.
5. This includes the costs for the Engineers Canada President (and their guest, if attending a Regulator annual meeting) to travel within Canada. Costs for travel to specific events (e.g. the International Engineering Alliance) are included in each items' budget.
6. This includes costs for the CEO (or their designate) to attend two (2) EDC meetings and maintain a relationship with the group. It also includes the costs for a contractor to provide secretariat services to the EDC. The EDC pays Engineers Canada for this service, so $38,588 of this cost is a flow-through.

Considerations for the Board:

- The CEAB's total 2022 budget is $1,589,034 versus to $1,198,950 in 2021. Costs for delivery of ongoing accreditation work items are included in the accreditation portfolio detail analysis.
- The CEQB's total 2022 budget is $257,120 versus $313,182 in 2021. Costs for delivery of work plan items are included in the services and tools portfolio detail analysis.
- The CEQB has requested a one-time face-to-face workshop in January 2022, an addition to their regular schedule of two (2) face-to-face meetings. The CEQB members have not met in-person since September 2019 and they would like to build rapport with new members through a face-to-face meeting and workshop. The additional cost for this meeting is $42,355.

- The costs for the individual Board meetings are:
  - $ 77,420 February (winter) meeting
  - $ 13,851 April (early spring) meeting
  - $244,420 May (spring) meeting and AMM
  - $122,220 June Board workshop
  - $122,870 September (fall) meeting
  - $ 27,771 December (late fall) meeting (virtual meeting assumed)

Corporate services: other
2022 Portfolio detail analysis

Portfolio: Corporate services

Description: This portfolio contains work included under 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	2022
1. Administration and finance	$407,624
2. Executive expenses including corporate memberships and CEO travel	$123,894
3. Communications	$86,329
4. Facilities and office expenses	$723,077
5. Human resources	$5,895,022
6. Information technology	$132,900
7. Organizational excellence	$41,539
Totals	**$7,410,385**

Rationale for the 2022 budget:

1. This includes expenses such as corporate insurances, audit fees, investment fees, bank service fees, the accounting software subscription, and amortization ($180,506).
2. This includes expenses related to general and miscellaneous travel expenses for the CEO (i.e. travel not related to a specific meeting, such as a CEO Group meeting or a Board meeting), Executive Team consulting and miscellaneous expenses, and corporate memberships (e.g. Excellence Canada, World Federation of Engineering Organizations, Chamber of Commerce, Conference Board of Canada, Canadian Network of Agencies for Regulation, etc.).
3. This includes: corporate communications strategy; corporate communication services; development, maintenance, and hosting of public websites; and periodicals such as Engineering Matters and the Daily Media Report.
4. This includes rent ($622,281), spending on office supplies, telephone costs, and facilities repairs and maintenance.
5. This includes all salaries and benefit costs, as well as human resources related costs such as recruitment, parental leave top-ups, staff training, consultant fees, and memberships.
6. This includes licence subscription fees for Office 365 and Amazon WEB Services (cloud-based data storage), ISP costs, and non-capital expenses for monitors, keyboards, etc.
7. This includes expenses related to collaboration software, planning software (Envisio), and upholding Engineers Canada's ongoing commitment to excellence.

Considerations for the Board:

- No additional considerations.

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BRIEFING NOTE: For decision

Board policy updates	4.2
Purpose:	To approve updates to existing Board policies
Link to the Strategic Plan/Purposes:	Board responsibility 4: Ensure the development and periodic review of Board policies
Link to the Corporate Risk Profile:	Governance functions (strategic risk)
Motion(s) to consider:	*THAT the Board, on recommendation of the Governance Committee, approve the following revised Board policies:* *a) 1.1, History* *b) 2, Definitions* *c) 4.4, Confidentiality* *d) 5.1, Relationship with the Engineering Regulators* *e) 5.2, Treatment of staff and volunteers* *f) 7.7, Investments*
Vote required to pass:	Two-thirds majority
Transparency:	Open session
Prepared by:	Evelyn Spence, Corporate Secretary
Presented by:	Mike Wrinch, Director from British Columbia, and Chair of the Governance Committee

Problem/issue definition

- Six (6) revised policies are presented today for approval.

Proposed action/recommendation

- That the Board approve the proposed revisions to the existing policies, noting that many of the adjustments are minor and necessary to improve consistency throughout the Board Policy Manual.
- This being the third year that the Board policies are being considered, the Governance Committee has recommended that three (3) of the policies should receive a triennial-only review.

Other options considered

- None.

Risks

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

Financial implications

- None.

Benefits

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

Consultation

- When policy 7.7, *Investments*, was presented to the Board in February 2021, a suggestion was made to include a reference to Engineers Canada's commitment to investing in ESG (environment, social, governance) focused funds, which was a strategy identified by the FAR Committee in 2020. In

incorporating the additional wording within policy 7.7, the Director, Finance was consulted to ensure the proposed new text was accurate.

Next steps (if motion approved)

- Upon Board approval, the Board Policy Manual will be updated to include the policy revisions.

Appendices

- **Appendix 1:** Policies – marked up (track-change) versions and clean copies

1 Introduction and background

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

1.1 History

Date of adoption: April 9, 2018 (Motion 5693)	*Review period: ~~B~~Triennial*
Date of latest amendment:	*Date last reviewed: October 8, 2019*

(1) The ~~engineering r~~Regulators formed the Dominion Council of the Association and Corporation of Professional Engineers of Canada in 1936 with adoption of a Constitution for its governance, to act as a unifying body for the eight (8) provincial associations then regulating the engineering profession. At that time, a "Committee on Consolidation" led the organization and developed its mandate.

(2) In 1965, letters patent were issued to incorporate ~~The~~ the Canadian Council of Professional Engineers (CCPE) for the purpose of establishing and maintaining a bond between all associations. The first directors were named in these ~~Letters~~ letters ~~Patent~~patent, and they assumed responsibility for the governance of the organization. The CCPE was succeeded by Engineers Canada in 2007.

~~(1)~~

(3) The Engineers Canada Board ~~("the Board")~~ acts on behalf of the ~~engineering regulators ("the regulators")~~Regulators, who are the ~~owners~~ Members of Engineers Canada, to govern the organization.

~~For clarity, the term "Engineers Canada" as used in this manual 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 of Engineers Canada.~~

Commented [CM1]: Review period frequency revised given the limited substantive changes required

Commented [ES2]: The definition of 'Owners' in policy 2 is: "Owners means the 12 Regulators, aka the Members…"

It would be more straightforward and understandable to call them the Members, not owners here. This would also increase consistency in the manual, since the more common reference is to 'Members.'

Commented [ES3]: Suggest pulling this from this policy, and instead including it in the Definitions policy, since it's a proposed definition that runs through the manual.

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(2) In 1965, letters patent were issued to incorporate the Canadian Council of Professional Engineers (CCPE) for the purpose of establishing and maintaining a bond between all associations. The first directors were named in these letters patent, and they assumed responsibility for the governance of the organization. The CCPE was succeeded by Engineers Canada in 2007.

(3) The Engineers Canada Board acts on behalf of the Regulators, who are the Members of Engineers Canada, to govern the organization.

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

"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.

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

"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 appointed by the Board to provide the Board with advice, options, and implications on a specific matter for Board decision. Reference to a committee or Board committee(s) includes the members of the CEQB and the CEAB.

"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 Key Stakeholders directly impacted by the work of Engineers Canada. It is the act of asking for the advice or opinion of the Key Stakeholders and sharing that input and the resulting decisions with all stakeholders.

"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.

Commented [ES1]: Taken from Policy 1.1

"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.

"Key Stakeholders" 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, "Key Stakeholders" 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.

"orientation" means the process by which new Directors and members of Board committees are provided with information to help them fulfill their responsibilities to Engineers Canada.

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

Commented [CM2]: Removed for consistency, requested by committee 2021-06-14

"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 ~~C~~chair~~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*.

Commented [ES3]: Recommendation from 2020-2021 committee to revisit this definition.

Previous definition (before Board approved the change to "President means the Chair of the Board"): "President means the presiding officer of the Board"

"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 ~~ceases to exist~~is stood down by the Board ~~as soon as~~after its task(s) is (are) completed.

Commented [ES4]: GC revised definition to clarify that Board action is required - a task force is not dissolved on its own.

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"topic of Consultation" means the brief description of reason for a Consultation.

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"topic of Consultation" means the brief description of reason for a Consultation.

4 Role of the Board

The role of the Board is to provide strategic direction and ensure appropriate financial and risk management for the organization. The Board shall provide this leadership with due consideration of long-term impacts, and a clear distinction between the roles and responsibility of the Board and staff. Board Directors are expected to be knowledgeable and prepared to cast a vote.

4.4 Confidentiality

Date of adoption: April 9, 2018 (Motion 5693)	*Review period: Biennial*
Date of latest amendment:	*Date last reviewed: October 8, 2019*

(1) Board members and members of Board committees have a duty to maintain confidentiality with respect to all confidential information that comes into their knowledge or possession in the course of performing their duties.

(2) Confidential information includes:

a) Unpublished financial information;

b) Personal information with respect to employees or volunteers;

c) Any information discussed “in camera” at Board or committee meetings;

d) Data entrusted to Engineers Canada by external parties; and,

e) Any item marked as confidential either verbally or in written form.

(3) The duty to maintain confidentiality does not apply to information that is already in the public domain.

(4) Board members and members of Board committees must take reasonable steps to ensure that confidential information that comes into their knowledge or possession is not improperly disclosed or used. This includes properly securing the source or location of the information in their possession or control.

(5) Board members and members of Board committees must not use confidential information for their own advantage or for the gain or advantage of others.

(6) Board members and members of Board committees ~~will~~ must return any confidential information in their possession or control upon ceasing to be a Board member or at the request of the Board.

(7) Board members and members of Board committees ~~will~~ must be proactive in identifying and reporting any breach of this policy.

(8) Board members and members of Board committees are bound by this duty of confidentiality during their term as a Board member, and this duty continues after their term ends.

(9) An acknowledgement of ~~the confidentiality~~this policy ~~(below)~~ must be signed by prospective Board members and members of Board committees before they assume their role.

Acknowledgment of confidentiality policy

I acknowledge that I have read and understood this confidentiality policy and agree to conduct myself in accordance with it.

Signature _____

Name _____

Date _____

4.4.1 Oath of office

Each Director shall sign an oath of office upon appointment.

I, the undersigned, hereby:

a) Consent to being elected and to acting as Ddirector of Engineers Canada, such consent to take effect immediately and to continue in effect until I give written notice revoking such consent or until I otherwise cease to be a Ddirector.

b) Consent to the holding of meetings of the Board by means of such telephone, electronic, or other communication facilities as permit all persons participating in the meetings to communicate with each other simultaneously and instantaneously.

c) Consent to receiving information electronically and acknowledge my responsibility to ensure that Engineers Canada has my up-to-date email address at all times.

d) Certify that I am eighteen years of age or older, that I do not have the status of a bankrupt person, and that I have not been declared incapable by a court in Canada or in another country.

e) Declare that I will conduct myself in accordance with Engineers Canada's Bylaw, policies, and Board decisions and with the *Canada Not-for-profit Corporations Act*;.

Signature _____

Name _____

Date _____

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   a) Unpublished financial information;
   b) Personal information with respect to employees or volunteers;
   c) Any information discussed “in camera” at Board or committee meetings;
   d) Data entrusted to Engineers Canada by external parties; and,
   e) Any item marked as confidential either verbally or in written form.

(3) The duty to maintain confidentiality does not apply to information that is already in the public domain.

(4) Board members and members of Board committees must take reasonable steps to ensure that confidential information that comes into their knowledge or possession is not improperly disclosed or used. This includes properly securing the source or location of the information in their possession or control.

(5) Board members and members of Board committees must not use confidential information for their own advantage or for the gain or advantage of others.

(6) Board members and members of Board committees must return any confidential information in their possession or control upon ceasing to be a Board member or at the request of the Board.

(7) Board members and members of Board committees must be proactive in identifying and reporting any breach of this policy.

(8) Board members and members of Board committees are bound by this duty of confidentiality during their term as a Board member, and this duty continues after their term ends.

(9) An acknowledgement of this policy must be signed by prospective Board members and members of Board committees before they assume their role.

Acknowledgment of confidentiality policy

I acknowledge that I have read and understood this confidentiality policy and agree to conduct myself in accordance with it.

Signature _____

Name _____

Date _____

4.4.1 Oath of office

Each Director shall sign an oath of office upon appointment.

I, the undersigned, hereby:

a) Consent to being elected and to acting as Director of Engineers Canada, such consent to take effect immediately and to continue in effect until I give written notice revoking such consent or until I otherwise cease to be a Director.

b) Consent to the holding of meetings of the Board by means of such telephone, electronic, or other communication facilities as permit all persons participating in the meetings to communicate with each other simultaneously and instantaneously.

c) Consent to receiving information electronically and acknowledge my responsibility to ensure that Engineers Canada has my up-to-date email address at all times.

d) Certify that I am eighteen years of age or older, that I do not have the status of a bankrupt person, and that I have not been declared incapable by a court in Canada or in another country.

e) Declare that I will conduct myself in accordance with Engineers Canada's Bylaw, policies, and Board decisions and with the *Canada Not-for-profit Corporations Act*.

Signature _____

Name _____

Date _____

5 Executive duties and limitations

5.1 Relationships with the ~~Engineering~~ Regulators

Date of adoption: April 9, 2018 (Motion 5693) | *Review period: ~~B~~Triennial*
Date of latest amendment: | *Date last reviewed: October 8, 2019*

(1) The CEO shall ensure conditions, procedures, and decisions that contribute to productive relations with the ~~engineering r~~Regulators and that are aligned with the roles of the ~~engineering r~~Regulators.

~~(1)~~(2) Further, without limiting the scope of the above statement, the CEO shall ensure that:

a) Regulators have easy access to clear information about their rights and responsibilities as ~~owners and m~~Members.

b) The methods used to collect, review, store, and transmit R~~r~~egulator information protect against improper access.

c) Consultation with stakeholders is conducted in accordance with Policy 7.11, *Consultation*.

d) Regulator comments and complaints are responded to fairly, consistently, respectfully, and in a timely manner.

e) Regulators are advised in a timely manner about issues that Engineers Canada is aware of that may impact the profession and/or the R~~r~~egulators.

Commented [ES1]: Review period frequency revised given the limited substantive changes required

Commented [ES2]: Owners/Members are the same thing per Policy 2, Definitions.

5 Executive duties and limitations

5.1 Relationships with the Regulators

Date of adoption: April 9, 2018 (Motion 5693)	*Review period: Triennial*
Date of latest amendment:	*Date last reviewed: October 8, 2019*

(1) The CEO shall ensure conditions, procedures, and decisions that contribute to productive relations with the Regulators and that are aligned with the roles of the Regulators.

(2) Further, without limiting the scope of the above statement, the CEO shall ensure that:

a) Regulators have easy access to clear information about their rights and responsibilities as Members.

b) The methods used to collect, review, store, and transmit Regulator information protect against improper access.

c) Consultation with stakeholders is conducted in accordance with Policy 7.11, *Consultation*.

d) Regulator comments and complaints are responded to fairly, consistently, respectfully, and in a timely manner.

e) Regulators are advised in a timely manner about issues that Engineers Canada is aware of that may impact the profession and/or the Regulators.

5 Executive duties and limitations

5.2 Treatment of staff and volunteers

Date of adoption: April 9, 2018 (Motion 5693) *Review period: Tr~~B~~iennial*
Date of latest amendment: *Date last reviewed: October 8, 2019*

Commented [ES1]: Review period frequency revised given the limited substantive changes required

(1) The CEO shall ensure that working conditions for staff and volunteers under the CEO's authority are fair, dignified, safe, organized, and clear, and meet legislative requirements.

(2) Further, without limiting the scope of the above statement, the CEO shall ensure that the following are in place:

a) Clear and objective expectations and assessment of performance for staff.

b) Written human resource policies that:

i. clarify expectations and working conditions for staff and volunteers~~,~~;

ii. provide for effective handling of grievances~~,~~;

iii. protect against wrongful conditions such as harassment, nepotism, and grossly preferential treatment for personal reasons~~,~~; and,

iv. protect ~~workers~~ staff and volunteers when, acting in good faith, they report unethical, unlawful, or unprofessional conduct.

Commented [ES2]: Updated to reflect greater consistency with the rest of the policy - no other reference made to 'workers'

c) An effective staff education and development process.

d) A method to inform staff and volunteers of their rights under this policy when, acting in good faith, they report unethical, unlawful, or unprofessional conduct.

e) A safe physical work environment for staff.

f) Plans for emergency situations.

5 Executive duties and limitations

5.2 Treatment of staff and volunteers

Date of adoption: April 9, 2018 (Motion 5693)	*Review period: Triennial*
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ii. provide for effective handling of grievances;

iii. protect against wrongful conditions such as harassment, nepotism, and grossly preferential treatment for personal reasons; and,

iv. protect staff and volunteers when, acting in good faith, they report unethical, unlawful, or unprofessional conduct.

c) An effective staff education and development process.

d) A method to inform staff and volunteers of their rights under this policy when, acting in good faith, they report unethical, unlawful, or unprofessional conduct.

e) A safe physical work environment for staff.

f) Plans for emergency situations.

7 Board policies

7.7 Investments

Date of adoption: February 24, 2021 (Motion 2021-02-7D) *Review period: Annual*
Date of latest amendment: *Date last reviewed: February 24, 2021*

7.7.1 Investment objectives

(1) Engineers Canada has a goal of establishing a well-diversified investment portfolio, which will be managed to ensure preservation of capital while seeking moderate growth. Any funds which are not required to carry out the short-term operations of Engineers Canada, for the purposes outlined in its Bylaws, articles, mission statement and Strategic Plan, shall be invested in accordance with this policy. Funds required for short-term operations will be held separately in highly liquid investments.

(2) Further, without limiting the scope of the above statement, the following considerations shall be taken into account:

a) The time horizon this portfolio will remain invested is long, at least ten (10) years;

b) The investment portfolio will provide medium-term capital preservation to meet cash flow requirements over the next 3 years. Engineers Canada will provide the investment advisor a report with medium-term cashflow requirements at a minimum, on a quarterly basis;

c) Most investments in this portfolio will remain liquid and quickly convertible to cash. However, a small portion of the portfolio will be invested in illiquid investments;

d) While Engineers Canada is concerned with preserving the value of the portfolio, it is understood that some short-term volatility could be encountered in order to achieve long-term performance objectives. As a result, a decrease in portfolio value of fifteen percent (15%) to twenty percent (20%) can be tolerated provided that these decreases are reflective of general market conditions;

e) Engineers Canada is committed to investing in environmental, social and governance (ESG)-focused funds, when and to the extent it makes sense to do so.

~~e)~~f) Engineers Canada is tax-exempt as defined under the *Income Tax Act*; and,

~~f)~~g) There are no legal constraints or preferences unique to Engineers Canada that will impact the investment management of this portfolio.

Commented [ES1]: This direction (investing in ESG) came from the FAR committee and was presented to the Board in December 2020.

When this policy was introduced to the Board in February 2021, a question was asked whether it would be appropriate to include reference to EC's commitment to ESG-investing.

7.7.2 Asset mix guidelines

The following asset mix guidelines shall be followed in order to achieve moderate, consistent returns. Should market conditions and/or cash withdrawals cause the portfolio to be outside the following ranges, the investment manager will undertake steps to realign the portfolio within a reasonable period of time.

Asset Class	Minimum Allocation (%)	Neutral Allocation (%)	Maximum Allocation (%)
Cash	10	20	25
Fixed Income	25	35	45
Equity	30	40	60
Canadian Equity	5	10	15
U.S. Equity	5	10	15
International Equity	5	10	15
Global Equity	5	10	15
Alternative	0	5	10

7.7.3 Monitoring performance and reporting

The following Benchmarks shall be used in assessing the overall performance of the portfolio:

Asset Class	Asset Weight (%)	Benchmark
Cash	20	FTSE Canada 30 Day T-Bill
Canadian Fixed Income	35	FTSE Canada Universe Bond Index
Canadian Equity	10	S&P/TSX Capped Composite TR
U.S. Equity	10	S&P 500 Index TR
International Equity	10	MSCI EAFE
Global Equity	10	MSCI World (Net)
Alternative	5	Alternative Equity

7.7.4 Servicing and reporting

The investment manager will meet with the CEO, the Director, Finance, and the chair of the FAR Committee at least annually (or more frequently, if requested) to discuss the portfolio returns and to reconfirm investment objectives. The investment manager will also provide consolidated reporting reflecting the combined assets of the portfolio on a quarterly basis.

7 Board policies

7.7 Investments

Date of adoption: February 24, 2021 (Motion 2021-02-7D) *Review period: Annual*
Date of latest amendment: *Date last reviewed: February 24, 2021*

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(2) Further, without limiting the scope of the above statement, the following considerations shall be taken into account:
   a) The time horizon this portfolio will remain invested is long, at least ten (10) years;
   b) The investment portfolio will provide medium-term capital preservation to meet cash flow requirements over the next 3 years. Engineers Canada will provide the investment advisor a report with medium-term cashflow requirements at a minimum, on a quarterly basis;
   c) Most investments in this portfolio will remain liquid and quickly convertible to cash. However, a small portion of the portfolio will be invested in illiquid investments;
   d) While Engineers Canada is concerned with preserving the value of the portfolio, it is understood that some short-term volatility could be encountered in order to achieve long-term performance objectives. As a result, a decrease in portfolio value of fifteen percent (15%) to twenty percent (20%) can be tolerated provided that these decreases are reflective of general market conditions;
   e) Engineers Canada is committed to investing in environmental, social and governance (ESG)-focused funds, when and to the extent it makes sense to do so.
   f) Engineers Canada is tax-exempt as defined under the *Income Tax Act*; and,
   g) There are no legal constraints or preferences unique to Engineers Canada that will impact the investment management of this portfolio.

7.7.2 Asset mix guidelines

The following asset mix guidelines shall be followed in order to achieve moderate, consistent returns. Should market conditions and/or cash withdrawals cause the portfolio to be outside the following ranges, the investment manager will undertake steps to realign the portfolio within a reasonable period of time.

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Cash	10	20	25
Fixed Income	25	35	45
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International Equity	5	10	15
Global Equity	5	10	15
Alternative	0	5	10

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Cash	20	FTSE Canada 30 Day T-Bill
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U.S. Equity	10	S&P 500 Index TR
International Equity	10	MSCI EAFE
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7.7.4 Servicing and reporting

The investment manager will meet with the CEO, the Director, Finance, and the chair of the FAR Committee at least annually (or more frequently, if requested) to discuss the portfolio returns and to reconfirm investment objectives. The investment manager will also provide consolidated reporting reflecting the combined assets of the portfolio on a quarterly basis.

Back to agenda

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) volunteer recruitment and succession plan	4.3
Purpose:	To approve the 2022-2023 CEAB volunteer recruitment and succession plan
Link to the Strategic Plan/Purposes:	Strategic priority 2: Accountability in accreditation Operational imperative 1: Accrediting undergraduate engineering education programs Operational imperative 7: International mobility
Link to the Corporate Risk Profile:	Accreditation (strategic risk) Governance functions (strategic risk)
Motion(s) to consider:	*THAT the Board approve the 2022-2023 CEAB volunteer recruitment and succession plan.*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Mya Warken, Manager, Accreditation, and CEAB Secretary
Presented by:	Pierre Lafleur, Chair, CEAB

Problem/issue definition

- As per Board policy 6.9, *Canadian Engineering Accreditation Board,* the CEAB is responsible for the preparation of a work plan and a volunteer recruitment and succession plan and will operate within those plans. The policy also requires that the Board approve these plans annually.

Proposed action/recommendation

- That the CEAB volunteer recruitment and succession plan be approved.

Other options considered:

- No other options were considered, as the volunteer recruitment and succession plan reflects the needs of the CEAB in respect of its membership.

Risks

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

Financial implications

- None. All considerations are included in the 2022 proposed budget.

Benefits

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

Consultation

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

Next steps

- Continue with volunteer recruitment and management as scheduled.

Appendices

- **Appendix 1:** 2022-2023 CEAB volunteer recruitment and succession plan

2022-2023 CEAB volunteer recruitment and succession plan

Recruitment

Volunteer members

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

- **Members-at-large:** Appointed by the CEAB Nominations Committee, based on work plan need
- **Members from the regions:** Appointed by the CEAB Nominations Committee on the recommendation of the appropriate Regulators.

Regardless of category, all CEAB member nominations are approved by the Engineers Canada Board.

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

Volunteers are selected by the CEAB Nominations Committee in consultation with the Regulators and serve for a term of three (3) years, with the potential to be reappointed for a second three-year term. Notably, several members of the CEAB have terms grandfathered in from the previous CEAB appointments policy and are thus eligible for a third three-year term.

Based on the procedures outlined in Board policy 6.9, in the 2022-2023 committee year the CEAB will seek:

- **Members-at-large:** Re-appointment for two (2) members-at-large (for their second 3-year term).
- **Yukon, the Northwest Territories, or Nunavut:** In 2021, the Engineers Canada Board approved a change to the policy concerning the CEAB's composition (6.9.1(c)), stating that the CEAB should include one member from Yukon, the Northwest Territories, or Nunavut. The CEAB will therefore attempt to obtain a nomination from the territorial Regulators.
- **Member-at-large / Regional appointment:** The CEAB Vice-Chair election will take place on September 18, 2021. Depending on the outcome of that election, the CEAB will recruit one (1) member-at-large OR one (1) regional member from the region of the Vice-Chair elect (based on the known candidates at the time this report was written). A verbal update on this recruitment plan will be provided at the October Engineers Canada Board meeting.

Director appointees

In addition to volunteer members, according to the process laid out in section 6.9.5 of Board policy 6.9, the Engineers Canada Board appoints two (2) Directors to the CEAB. Director appointees serve for a two-year term and are appointed in alternate years, so that there is always one more senior Director appointee on the CEAB, to ensure continuity of knowledge. The current Senior Director appointee's term will end in June 2022, and a new Director appointment being made by the Engineers Canada Board at that time.

Succession

With a reduction in the length of terms for CEAB chairs in recent years (from 2 years per term down to 1 year), and a consequent churn in membership, it has been critical to regularly develop leadership capacity among CEAB members. The CEAB, with the support of the CEAB Secretariat, has undertaken several measures to ensure the development of leadership abilities among its members, as detailed more fully below.

Committee, task force, and working group assignments

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

The CEAB sees several considerations with regard to this area in 2022:

- The deferral of most 2020/2021 accreditation visits to the pandemic made space for several working groups and task forces to address work plan items and responses to the pandemic. Most CEAB members at the time participated in at least one committee, task force, or working group, providing an opportunity to contribute to non-specific initiatives. This allowed all members to get involved in activities that would normally be undertaken by the Policies and Procedures (P&P) Committee members only. The CEAB Executive Committee is conscious of the opportunities afforded to members and will continue to identify future opportunities for all work plan activities.
- As per the Accountability in Accreditation Committee Terms of Reference, some member terms will expire and new members will be recruited.
- Because the CEAB Vice-Chair serves as the Chair of the P&P Committee and the individual elected to the position of Vice-Chair may not be a current member of the committee, the CEAB Vice-Chair-elect will be invited to observe the P&P Committee meetings from the time they are elected in September to the time where they ascend to the Chair of the Committee. This allows for a reasonable transition to the role.
- The CEAB's P&P Terms of Reference Working Group is actively working on revised Terms of Reference which would provide additional opportunities for CEAB members to contribute to the committee's work in various roles. The revised Terms of Reference are scheduled to be presented to the CEAB for discussion and approval at its September 2021 meeting.

Training for members

All new CEAB members follow an established training pathway as they become familiar with the CEAB's work and prepare to serve as a Visiting Team Chair. The pathway is approximately 12 months in duration, starting with observing an accreditation visit, to serving as a Program Visitor, then Vice-Chair, and finally chairing their first visit. Members' previous visit experience is considered in their specific pathway. The training pathway is especially important considering all new CEAB appointments are for a maximum of two (2) three-year terms.

In addition to the experiential learning that comes with CEAB membership, in 2021, the CEAB undertook a new initiative to provide professional facilitation training for its members. Partnering with Facilitation First, Engineers Canada provided two facilitation training opportunities:

- **Facilitation training and meeting management for the CEAB Chair, Vice-Chair/Chair of the P&P Committee, Past Chair, and the Chair of the Accountability in Accreditation Committee**: The value of this new initiative will be assessed through feedback surveys following the training and will inform next steps on whether to continue with or adjust this approach in 2023.
- **Facilitation training for virtual accreditation visits for all (20) CEAB members:** This training was offered to all CEAB members, to build virtual facilitation skills and capacity to enable them to chair and conduct accreditation visits virtually.

Back to agenda

BRIEFING NOTE: For decision

Canadian Engineering Qualifications Board (CEQB) volunteer recruitment and succession plan	4.4
Purpose:	To approve the 2022-2023 CEQB volunteer recruitment and succession plan
Link to the Strategic Plan/Purposes:	Operational imperative 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 Board responsibility 1: Hold itself, its Directors and its Direct Reports accountable
Link to the Corporate Risk Profile:	Governance functions (strategic risk)
Motion(s) to consider:	*THAT the Board approve the 2022-2023 CEQB volunteer recruitment and succession plan.*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Ryan Melsom, Manager, Qualifications, and CEQB Secretary
Presented by:	Frank George, Chair, CEQB

Problem/issue definition

- As per Board policy 6.10, *Canadian Engineering Qualifications Board,* the CEQB is responsible for the preparation of a work plan and a volunteer recruitment and succession plan and will operate within those plans. The policy also requires that the Board approve these plans annually.

Proposed action/recommendation

- That the CEQB volunteer recruitment and succession plan be approved.

Other options considered:

- No other options were considered, as the volunteer recruitment and succession plan reflects the needs of the CEQB with respect to its work plan and membership.

Risks

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

Financial implications

- None. All considerations are included in the 2022 proposed budget.

Benefits

- The CEQB will continue to fulfill its mandate to provide services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada, and which serve the needs of Regulators.

Consultation

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

Next steps

- Continue with volunteer recruitment and management as scheduled.

Appendices

- **Appendix 1:** 2022-2023 CEQB volunteer recruitment and succession plan

2022-2023 CEQB volunteer recruitment and succession plan

Recruitment

Volunteer members

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

- **Members-at-large:** Appointed by the CEQB's Nominations Committee, based on work plan need
- **Members from the regions:** Appointed by the Nominations Committee on the recommendation of the appropriate Regulators.

Regardless of category, all CEQB member nominations are approved by the Engineers Canada Board.

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

Volunteers are selected by the Nominations Committee in consultation with the Regulators and serve for a term of three (3) years, with the potential to be reappointed for a second three-year term. Notably, several members of the CEQB have terms grandfathered in from the previous CEQB appointments policy and are thus eligible for a third three-year term.

Based on the procedures outlined in Board policy 6.10, in the 2022-2023 committee year the CEQB will seek:

- **Members-at-large:** Based on the three-year term cycle, and the anticipated 2022-2023 workload, there will be no openings for new members-at-large in 2022.
- **OIQ representative:** The current OIQ representative will complete her first three-year term as a regional member, and the Nominations Committee will consider reappointment of this member, weighing among other things, the member's interest, and support of the Regulator. If, for any reason, the member is not reappointed, the Nominations Committee will work with OIQ to appoint a new member.
- **Saskatchewan representative:** The current Saskatchewan regional member will complete his second three-year term. Given that this member's standing is grandfathered under the CEQB's previous appointments policy, reappointment for a third term is possible, and the Nominations Committee will consider reappointment of this member, weighing among other things, the member's interest, and support of the Regulator. If, for any reason, the member will not be reappointed, the CEQB Nominations Committee will work with APEGS to appoint a new member.
- **Yukon, the Northwest Territories, or Nunavut representative:** In 2021, the Engineers Canada Board approved a change to the policy concerning the CEQB's composition (6.10.1(c)), stating that the CEQB should include one member from Yukon, the Northwest Territories, or Nunavut. Given that additional resources were not allocated for this position, the CEQB will seek a nomination from the territorial Regulators when a member-at-large opening next becomes available, replacing the vacant position with a northern representative, if possible.

Director appointees

In addition to volunteer members, according to the process laid out in section 6.10.5 of Board policy 6.10, the Engineers Canada Board appoints two (2) Directors to the CEQB. Director appointees serve for a two-year term and are appointed in alternate years, so that there is always one more senior Director appointee on the CEQB, to ensure continuity of knowledge. Due to the resignation of the individual who was expected to accede into the position of Senior Director appointee in June 2021, two new Directors were appointed to the CEQB in 2021—one as the senior Director appointee, to serve only a one-year term. The staggered two-year cycle is expected to resume in 2022, with the senior Director's term ending in June, and a new member being appointed at that time.

Succession

With a reduction in the length of terms for CEQB chairs in recent years (from 2 years per term down to 1 year), and a consequent churn in membership, it has been critical to regularly develop leadership capacity among CEQB members. The CEQB, with the support of the CEQB Secretariat, has undertaken several measures to ensure the development of leadership abilities among its members, as detailed more fully below.

Committee chair assignments

Positions for the CEQB's task forces and standing committees are reviewed annually in June and adjusted as needed, both to ensure fair distribution of leadership opportunities and to meet any forthcoming needs associated with the following year's anticipated work plan. Committee chairs are selected by the CEQB Executive Committee ("the Executive"), who weigh a combination of stated and demonstrated interest, experience, expertise, diversity and inclusivity considerations, and demonstrated leadership qualities. The latter are assessed using applicable elements of Board policy 4.8, *Board Competency Profile* as a guide.

The CEQB sees several considerations with regard to this area in 2022:

- Based on the proposed 2022 CEQB work plan, the CEQB anticipates that one of its previous dormant committees—the Admissions Issues Committee—will become active again. A member from the CEQB was already previously appointed to this committee as Chair, and given that this member is currently not chairing any other active committee, this re-appointment has been confirmed by the Executive.
- Additionally, four (4) major CEQB work items will roll over from 2021, based on the timing in their multi-year development cycles. The committees and task forces working on each of these items have already been assigned chairs, and these assignments were reviewed in June 2021 to ensure continued fit with the demands of the CEQB's workload.
- Finally, the multifaceted work of the CEQB's Syllabus Committee provides several unique opportunities for leadership development with each annual work plan because it involves multiple sub-committees who do work on individual syllabi. Chair appointments for these sub-committees are based on a combination of expertise and interest, and preferential treatment is given to CEQB members who express interest. There are five (5) syllabi planned for review in 2022.
- These assignments, in combination with the elected Executive, will place 7-10 of the CEQB's 16 members in leadership roles in 2022, ensuring continuity within the CEQB and a robust capacity to meet the group's future leadership needs.

Committee assignments in 2022

CEQB committees and task forces are made up of a combination of CEQB members, Regulators, and experts. The exact composition of each committee depends on its particular requirements as determined by its terms of reference and area of expertise. When selecting or adjusting committee membership, the Executive considers interest, expertise, experience, diversity, group profile, and abilities. The latter two (2) are assessed using applicable elements of Board policy 4.8 as a guide.

Based on anticipated ongoing workload, and pending approval of the CEQB's 2022 work plan, the CEQB anticipates the following committee requirements (note, committee membership overlaps in some cases):

- **Admissions Issues Committee:** 8 members (4 CEQB; 4 external)
- **Practice Committee:** 9 voting members (6 CEQB; 3 external + 4 non-voting)
- **Syllabus Committee:** 8 members (6 CEQB; 2 external)
    - **2011 Complementary studies syllabus:** 8 members (6 CEQB; 2 external)
    - **2016 Chemical engineering syllabus:** 3-5 members (1 CEQB; 2-4 external)
    - **2016 Electrical engineering syllabus:** 3-5 members (1 CEQB; 2-4 external)
    - **2016 Mechatronics engineering syllabus:** 3-5 members (1 CEQB; 2-4 external)
- **Task Force on Software Engineering**: 7 members (1 CEQB; 6 external)
- **Task Force on Workplace Gender Equity**: 10 members (4 CEQB; 6 external)
- **Task Force on Alternative Methods of Academic Assessment for Non-CEAB Applicants**: 9 members (4 CEQB; 5 external)

Committee assignments are planned to be reviewed and adjusted in June 2022.

Leadership development for chairs

In addition to the experiential learning that comes with chair assignments, in 2021, the CEQB undertook a new initiative to provide professional facilitation training for the Executive and committee and task force chairs. Partnering with Facilitation First, Engineers Canada provided two (2) half-day facilitation training opportunities to six (6) CEQB members. The value of this new initiative will be assessed through feedback surveys following the training and will inform next steps on whether to continue with or adjust this approach in 2022.

As a final note, the term structure and meetings of the Executive are also a valuable component of succession planning. Past Chairs, as they are now removed from the specific demands of leadership, are expected to offer guidance and experience to the Chair, whereas both the Past Chair and the current Chair introduce the Vice-Chair (incoming Chair) to the numerous elements of the position, including the expectations and culture of the CEQB and its Executive. In 2021, the Executive was not able to meet in person, and there was a consensus that this disrupted some of the continuity required for smooth succession. Thus, in 2022, the Executive aims to resume in-person meetings as it has had in the past.

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BRIEFING NOTE: For decision

Accreditation criteria and procedures – Revised definition of "Engineering Design"	4.5a
Purpose:	To approve the revised definition of "Engineering Design", for inclusion in the 2022 Accreditation Criteria and Procedures Report
Link to the Strategic Plan/Purposes:	Operational imperative 1: Accrediting undergraduate engineering programs
Link to the Corporate Risk Profile:	Accreditation (strategic risk)
Motion(s) to consider:	*a) THAT the Board, on recommendation of the CEAB, approve the following, for inclusion in the 2022 Accreditation Criteria and Procedures Report:* *i) the revised definition of "Engineering Design" as it relates to Graduate Attribute 4: Design and criterion 3.4.4.5*
Vote required to pass:	Two-thirds majority
Transparency:	Open session
Prepared by:	Mya Warken, Manager, Accreditation and Secretary, CEAB
Presented by:	Pierre Lafleur, Chair, CEAB

Problem/issue definition

- "Engineering Design" is a nebulous term to define and use, resulting in Higher Education Institutions (HEIs), Program Visitors, and CEAB members potentially having differing subjective interpretations of it. Within its 2020 Accreditation Criteria and Procedures Report, the CEAB uses the term in both inputs (Accreditation Units) and outcomes (Graduate Attributes), as follows:
  - CEAB Graduate Attribute 4: "Design" is defined as *"An ability to design solutions for complex, open-ended engineering problems and to design systems, components or processes that meet specified needs with appropriate attention to health and safety risks, applicable standards, and economic, environmental, cultural and societal considerations."*
  - CEAB Criterion 3.4.4.5: "Engineering Design" is defined as *"Engineering design integrates mathematics, natural sciences, engineering sciences, and complementary studies in order to develop elements, systems, and processes to meet specific needs. It is a creative, iterative, and open-ended process, subject to constraints which may be governed by standards or legislation to varying degrees depending upon the discipline. These constraints may also relate to economic, health, safety, environmental, societal or other interdisciplinary factors."*
- To address the issues created by having two functional definitions of "Engineering Design", the CEAB struck the Engineering Design Task Force with a mandate to explore the challenges with the current state and to establish a consistent interpretation and application of the definitions of "design" in the context of the CEAB. The intent was to have a single, accurate and comprehensive definition and interpretive statement on "Engineering Design" to enable HEIs to better deliver quality education and prepare for CEAB visits. It is also expected to aid CEAB visiting teams to provide consistent and reasoned assessments for eventual use in making accreditation decisions.
- On October 1, 2020, the CEAB launched a consultation on *The Engineering Design Task Force Report* (the "report"). The report proposed replacement of the current text defining Graduate Attribute 4 and Criterion 3.4.4.5 (then 3.4.4.3) with a single definition of "Engineering Design". The report also proposed a new interpretive statement to aid in the application of the concept to accreditation criteria.
- The consultation was open to all, with the following stakeholders specifically invited to provide feedback:
  - Canadian Engineering Qualifications Board

- Canadian Federation of Engineering Students
- Engineering Deans Canada (EDC) and the EDC's Dean's Liaison Committee
- Engineers Canada Board members
- HEIs
- Regulators (CEO Group and National Admissions Officials Group)
- The Canadian Engineering Education Association (CEEA)
- The Natural Sciences and Engineering Research Council (NSERC) Design Chairs

- A web page dedicated to the consultation was launched at the same time, where the report was shared along with the consultation plan and additional resources (including recordings on the introductory webinars hosted in both English and French). Following the close of the consultation period, the Engineering Design Task Force developed recommendations within a *Report on the 2020 Consultation of the Engineering Design Task Force* (the "consultation report"), which was presented to the CEAB for approval in June 2021.
- At its June 5, 2021 meeting, the CEAB passed a motion to accept the recommendations coming out of the consultation report and refer the matter to the Engineers Canada Board for final approval. At the same time, the CEAB approved the proposed *Interpretive Statement on Engineering Design* as an Appendix to the CEAB's *Accreditation Criteria and Procedures* (see page 10 of the *Report on the 2020 Consultation of the Engineering Design Task Force*).

Proposed action/recommendation

- That the Board approve the revisions to the definition of "Engineering Design" for inclusion in the 2022 Accreditation Criteria and Procedures Report.

Other options considered

- A variety of feedback on the proposed definition and interpretive statement was received throughout the consultation period. The task force considered all feedback and perspectives in their deliberations and final recommendations to the CEAB.

Risks

- Operational risk: Potential risk of inaction is that HEIs, Program Visitors, and CEAB members will continue to have differing subjective interpretations of the term "Engineering Design," resulting in inconsistent application of the accreditation criteria.
- Strategic risk: Potential risk of inaction resulting in inconsistent application of the accreditation criteria creates mistrust of the accreditation system, perpetuating dissatisfaction with the overall system.

Financial implications

- N/A.

Benefits

- The CEAB accreditation criteria are data-driven and reconsidered with stakeholder points-of-view in mind.
- While all criteria risk subjective interpretation, the proposed singular definition and accompanying interpretive statement will enable HEIs to better deliver quality education and prepare for CEAB visits. It will also aid CEAB visiting teams to provide consistent and reasoned assessments for eventual use in making accreditation decisions.

Consultation

- The task force received 43 pieces of feedback from Regulators, individuals, HEIs, and other organizations representing both academia and industry. A total of approximately 90 pages of materials were generated via the consultation process.

- The majority of the feedback received was supportive of having one definition of “Engineering Design” within the accreditation system. Stakeholders made recommendations on elements that should be included or removed from the proposed definition. The task force assessed each suggestion to determine if it strengthened the proposed definition, if it was a duplicate idea, or if it would dilute or expand the scope of the definition. Many suggestions for the proposed definition also informed the proposed interpretive statement by highlighting where clarifications and/or alignments were required.
- The proposed interpretive statement generated many comments with recommendations for elements that should either be included or removed for greater clarity. The language of the proposed interpretive statement was revised to remove prescriptive language (such as ‘must’ and ‘should’) in favour of more permissive language (such as ‘typically’ and ‘could’).
- Many stakeholders provided comments on the discipline-specific nature of engineering design; in response, the task force assessed both the proposed definition and proposed interpretive statement with the goal of ensuring that both were sufficiently broad to be applicable to a range of engineering disciplines. In order to provide additional clarity, multiple illustrative examples were added to the proposed interpretive statement.

Next steps (if motion approved)

- Upon approval, the changes will be applicable to the 2022 Accreditation Criteria and Procedures Report for the 2023/2024 visit cycle. The change will also be communicated to HEIs through the EDC and any other appropriate means.

Appendices

- **Appendix 1:** Marked up (track-changes) versions of the following sections within the 2020 Accreditation Criteria and Procedures Report:
  - Graduate Attribute 4: Design
  - Criterion 3.4.4.5

The criteria for accreditation are intended to provide a broad basis for identifying acceptable undergraduate engineering programs, to prevent over-specialization in curricula, to provide sufficient freedom to accommodate innovation in education, to allow adaptation to different regional factors, and to permit the expression of the institution's individual qualities, ideals, and educational objectives. They are intended to support the continuous improvement of the quality of engineering education.

Interpretations, regulations, and guidelines are included as appendices in this publication, and are available on the Engineers Canada website.

3. Accreditation criteria

The following sections describe the measures used by the Accreditation Board to evaluate Canadian engineering programs for the purpose of accreditation.

3.1 Graduate attributes

The institution must demonstrate that the graduates of a program possess the attributes under the following headings.

1 **A knowledge base for engineering:** Demonstrated competence in university level mathematics, natural sciences, engineering fundamentals, and specialized engineering knowledge appropriate to the program.

2 **Problem analysis:** An ability to use appropriate knowledge and skills to identify, formulate, analyze, and solve complex engineering problems in order to reach substantiated conclusions.

3 **Investigation:** An ability to conduct investigations of complex problems by methods that include appropriate experiments, analysis and interpretation of data, and synthesis of information in order to reach valid conclusions.

4 **Design:** ~~An ability to design solutions for complex, open-ended engineering problems and to design systems, components or processes that meet specified needs with appropriate attention to health and safety risks, applicable standards, and economic, environmental, cultural and societal considerations.~~ Engineering design is a process of making informed decisions to creatively devise products, systems, components, or processes to meet specified goals based on engineering analysis and judgement. The process is often characterized as complex, open-ended, iterative, and multidisciplinary. Solutions incorporate natural sciences, mathematics, and engineering science, using systematic and current best practices to satisfy defined objectives within identified requirements, criteria, and constraints. Constraints to be

Les normes d'agrément constituent un cadre général permettant d'identifier les programmes de génie acceptables, d'éviter la surspécialisation des programmes d'études, d'accorder suffisamment de liberté pour l'innovation en matière de formation, de tenir compte de l'adaptation à divers facteurs régionaux, et de permettre à chaque établissement d'enseignement d'exprimer ses qualités, ses idéaux et ses objectifs éducatifs particuliers. Ces normes visent à soutenir l'amélioration continue de la qualité de la formation en génie.

Les interprétations, les règlements et les lignes directrices sont publiés en annexe et sont disponibles sur le site web d'Ingénieurs Canada.

3. Normes d'agrément

Les sections qui suivent décrivent les éléments de mesure utilisés par le Bureau d'agrément pour évaluer les programmes de génie canadiens à des fins d'agrément.

3.1 Qualités requises des diplômés

L'établissement d'enseignement doit démontrer que les diplômés d'un programme possèdent les qualités requises décrites ci-après.

1 **Connaissances en génie :** connaissance, à un niveau universitaire, des mathématiques, des sciences naturelles et des notions fondamentales de l'ingénierie, ainsi qu'une spécialisation en génie propre au programme.

2 **Analyse de problèmes :** capacité d'utiliser les connaissances et les principes appropriés pour identifier, formuler, analyser et résoudre des problèmes d'ingénierie complexes et en arriver à des conclusions étayées.

3 **Investigation :** capacité d'étudier des problèmes complexes au moyen de méthodes mettant en jeu la réalisation d'expériences, l'analyse et l'interprétation des données et la synthèse de l'information afin de formuler des conclusions valides.

4 **Conception :** ~~capacité de concevoir des solutions à des problèmes d'ingénierie complexes et évolutifs et de concevoir des systèmes, des composants ou des processus qui répondent aux besoins spécifiés, tout en tenant compte des risques pour la santé et la sécurité publiques, des aspects législatifs et réglementaires, ainsi que des incidences économiques, environnementales, culturelles et sociales.~~ La conception en ingénierie est un processus consistant à prendre des décisions éclairées pour concevoir de façon créative un produit, un système, un composant ou un procédé devant répondre à des besoins précisés, en tirant parti de l'analyse et du jugement de l'ingénierie. Ce processus est souvent caractérisé comme étant complexe, évolutif, itératif et multidisciplinaire. Les solutions qui en sont issues font

considered may include (but are not limited to): health and safety, sustainability, environmental, ethical, security, economic, aesthetics and human factors, feasibility and compliance with regulatory aspects, along with universal design issues such as societal, cultural and diversification facets.

appel aux sciences naturelles, aux mathématiques et aux sciences du génie, ainsi qu'à des pratiques systématiques et exemplaires actuelles afin de satisfaire à des objectifs définis, dans le respect des exigences, des normes et des contraintes établies. Parmi les contraintes à prendre en considération, citons la santé et la sécurité, la durabilité, l'environnement, l'éthique, la sûreté, l'économie, les facteurs esthétiques et humains, la faisabilité et la conformité aux aspects réglementaires, de même que des enjeux universels en matière de conception, comme les aspects sociaux, culturels et de diversification.

5 **Use of engineering tools:** An ability to create, select, apply, adapt, and extend appropriate techniques, resources, and modern engineering tools to a range of engineering activities, from simple to complex, with an understanding of the associated limitations.

5 **Utilisation d'outils d'ingénierie :** capacité de créer et de sélectionner des techniques, des ressources et des outils d'ingénierie modernes et de les appliquer, de les adapter et de les étendre à un éventail d'activités simples ou complexes, tout en comprenant les contraintes connexes.

6 **Individual and team work:** An ability to work effectively as a member and leader in teams, preferably in a multi-disciplinary setting.

6 **Travail individuel et en équipe :** capacité de fonctionner efficacement en tant que membre ou chef d'équipe, de préférence dans un contexte de travail multidisciplinaire.

7 **Communication skills:** An ability to communicate complex engineering concepts within the profession and with society at large. Such ability includes reading, writing, speaking and listening, and the ability to comprehend and write effective reports and design documentation, and to give and effectively respond to clear instructions.

7 **Communication :** habileté à communiquer efficacement des concepts d'ingénierie complexes, au sein de la profession et au public en général, notamment lire, rédiger, parler et écouter, comprendre et rédiger de façon efficace des rapports et de la documentation pour la conception, ainsi qu'énoncer des directives claires et y donner suite.

8 **Professionalism:** An understanding of the roles and responsibilities of the professional engineer in society, especially the primary role of protection of the public and the public interest.

8 **Professionnalisme :** compréhension des rôles et des responsabilités de l'ingénieur dans la société, y compris le rôle essentiel de protection du public et l'intérêt public.

9 **Impact of engineering on society and the environment:** An ability to analyze societal and environmental aspects of engineering activities. Such ability includes an understanding of the interactions that engineering has with the economic, health, safety, legal, and cultural aspects of society, the uncertainties in the prediction of such interactions; and the concepts of sustainable design and development and environmental stewardship.

9 **Impact du génie sur la société et l'environnement :** capacité à analyser les aspects sociaux et environnementaux des activités liées au génie, notamment comprendre les interactions du génie avec les aspects économiques et sociaux, la santé, la sécurité, les lois et la culture de la société; les incertitudes liées à la prévision de telles interactions; et les concepts de développement durable et de bonne gérance de l'environnement.

10 **Ethics and equity:** An ability to apply professional ethics, accountability, and equity.

10 **Déontologie et équité :** capacité à appliquer les principes d'éthique, de responsabilité professionnelle et d'équité.

11 **Economics and project management:** An ability to appropriately incorporate economics and business practices including project, risk, and change management into the practice of engineering and to understand their limitations.

11 **Économie et gestion de projets :** capacité à intégrer de façon appropriée les pratiques d'économie et d'affaires, comme la gestion de projets, des risques et du changement, dans l'exercice du génie, et de bien tenir compte des contraintes associées à ces pratiques.

12 **Life-long learning:** An ability to identify and to address their own educational needs in a changing world in ways sufficient to maintain their competence and to allow them to contribute to the advancement of knowledge.

12 **Apprentissage continu :** capacité à cerner et à combler ses propres besoins de formation dans un monde en constante évolution, et ce, de façon à maintenir sa compétence et à contribuer à l'avancement des connaissances.

The natural sciences component of the curriculum must include elements of physics and chemistry; elements of life sciences and earth sciences may also be included in this category. These subjects are intended to impart an understanding of natural phenomena and relationships through the use of analytical and/or experimental techniques.

3.4.4 **A minimum of 900 AU of a combination of engineering science and engineering design:** Within this combination, each of Engineering Science and Engineering Design must not be less than 225 AU.

3.4.4.1 A minimum of 600 Accreditation Units (AU) of a combination of engineering science and engineering design curriculum content in an engineering program shall be delivered by faculty members holding, or progressing toward, professional engineering licensure as specified in the *Interpretive statement on licensure expectations and requirements*.

3.4.4.2 A minimum of 225 AU in engineering science is required. Engineering science subjects involve the application of mathematics and natural science to practical problems. They may involve the development of mathematical or numerical techniques, modeling, simulation, and experimental procedures. Such subjects include, among others, the applied aspects of strength of materials, fluid mechanics, thermodynamics, electrical and electronic circuits, soil mechanics, automatic control, aerodynamics, transport phenomena, and elements of materials science, geoscience, computer science, and environmental science.

3.4.4.3 In addition to program-specific engineering science, the curriculum must include engineering science content that imparts an appreciation of the important elements of other engineering disciplines.

3.4.4.4 A minimum of 225 AU of engineering design curriculum content in an engineering program shall be delivered by faculty members holding professional engineering licensure as specified in the *Interpretive statement on licensure expectations and requirements*.

3.4.4.5 A minimum of 225 AU in engineering design is required. ~~Engineering design integrates mathematics, natural sciences, engineering sciences, and complementary studies in order to develop elements, systems, and processes to meet specific needs. It is a creative, iterative, and open-ended process, subject to constraints which may be governed by standards or legislation to varying degrees depending upon the~~

composante des sciences naturelles du programme d'études doit comprendre des éléments de physique et de chimie; des éléments de sciences de la vie et de sciences de la Terre peuvent également faire partie de cette composante. Ces matières ont pour objet de faire comprendre les phénomènes naturels et leurs relations au moyen de méthodes analytiques et/ou expérimentales.

3.4.4 **Minimum de 900 UA dans une combinaison de sciences du génie et de conception en ingénierie :** De ce total, au moins 225 UA doivent être liées aux sciences du génie et au moins 225 UA à la conception en ingénierie.

3.4.4.1 Au moins 600 unités d'agrément, constituées d'une combinaison de cours de sciences du génie et de conception en ingénierie faisant partie d'un programme de génie, doivent être dispensées par des enseignants détenant un permis d'exercice du génie ou étant en voie de l'obtenir, conformément à *l'Énoncé d'interprétation sur les attentes et les exigences en matière de permis d'exercice*.

3.4.4.2 Minimum de 225 UA en sciences du génie. Les matières en sciences du génie mettent en jeu l'application des mathématiques et des sciences naturelles à des problèmes pratiques. Elles peuvent comprendre le développement de techniques mathématiques ou numériques, la modélisation, la simulation et des procédures expérimentales. Ces matières englobent notamment les aspects appliqués de la résistance des matériaux, de la mécanique des fluides, de la thermodynamique, des circuits électriques et électroniques, de la mécanique des sols, de l'automatique, de l'aérodynamique, des phénomènes de transfert, ainsi que des éléments de la science des matériaux, des sciences de la Terre, de l'informatique et de la science de l'environnement.

3.4.4.3 En plus des sciences du génie propres à la spécialité, le programme d'études doit comprendre des cours de sciences du génie permettant de comprendre les notions de base d'autres spécialités du génie.

3.4.4.4 Au moins 225 unités d'agrément, constituées de cours de conception en ingénierie faisant partie d'un programme de génie, doivent être dispensées par des enseignants détenant un permis d'exercice du génie, conformément à l'*Énoncé d'interprétation sur les attentes et les exigences en matière de permis d'exercice*

3.4.4.5 Minimum de 225 UA en conception en ingénierie. ~~La conception en ingénierie intègre les mathématiques, les sciences naturelles, les sciences du génie et les études complémentaires pour développer des éléments, des systèmes et des processus qui répondent à des besoins précis. Il s'agit d'un processus créatif, itératif et évolutif qui est assujetti à des contraintes pouvant être régies par des normes ou des lois à divers degrés selon la~~

~~discipline. These constraints may also relate to economic, health, safety, environmental, societal or other interdisciplinary factors.~~ Engineering design is a process of making informed decisions to creatively devise products, systems, components, or processes to meet specified goals based on engineering analysis and judgement. The process is often characterized as complex, open-ended, iterative, and multidisciplinary. Solutions incorporate natural sciences, mathematics, and engineering science, using systematic and current best practices to satisfy defined objectives within identified requirements, criteria and constraints. Constraints to be considered may include (but are not limited to): health and safety, sustainability, environmental, ethical, security, economic, aesthetics and human factors, feasibility and compliance with regulatory aspects, along with universal design issues such as societal, cultural and diversification facets.

3.4.4.6 The engineering curriculum must culminate in a significant design experience conducted under the professional responsibility of faculty licensed to practise engineering in Canada. The significant design experience is based on the knowledge and skills acquired in earlier work and it preferably gives students an involvement in team work and project management.

3.4.4.7 Appropriate content requiring the application of modern engineering tools must be included in the engineering sciences and engineering design components of the curriculum.

3.4.5 **A minimum of 225 AU of complementary studies:** Complementary studies include humanities, social sciences, arts, languages, management, engineering economics and communications.

3.4.5.1 While considerable latitude is provided in the choice of suitable content for the complementary studies component of the curriculum, some areas of study are essential in the education of an engineer. Accordingly, the curriculum must include studies in the following:

a. Subject matter that deals with the humanities and social sciences;
b. Oral and written communications;
c. Professionalism, ethics, equity and law;
d. The impact of technology and/or engineering on society;
e. Health and safety;

~~spécialité. Ces contraintes peuvent être liées à des facteurs comme l'économie, la santé, la sécurité, l'environnement et la société ou à d'autres facteurs interdisciplinaires.~~ La conception en ingénierie est un processus consistant à prendre des décisions éclairées pour concevoir de façon créative un produit, un système, un composant ou un procédé devant répondre à des besoins précisés, en tirant parti de l'analyse et du jugement de l'ingénierie. Ce processus est souvent caractérisé comme étant complexe, évolutif, itératif et multidisciplinaire. Les solutions qui en sont issues font appel aux sciences naturelles, aux mathématiques et aux sciences du génie, ainsi qu'à des pratiques systématiques et exemplaires actuelles afin de satisfaire à des objectifs définis, dans le respect des exigences, des normes et des contraintes établies. Parmi les contraintes à prendre en considération, citons la santé et la sécurité, la durabilité, l'environnement, l'éthique, la sûreté, l'économie, les facteurs esthétiques et humains, la faisabilité et la conformité aux aspects réglementaires, de même que des enjeux universels en matière de conception, comme les aspects sociaux, culturels et de diversification.

3.4.4.6 Le programme d'études en génie doit aboutir à une expérience d'envergure de la conception en ingénierie acquise sous la responsabilité professionnelle de professeurs autorisés à pratiquer le génie au Canada. Cette expérience d'envergure de la conception est fondée sur les connaissances et les compétences acquises antérieurement et permet idéalement aux étudiants de se familiariser avec les concepts du travail en équipe et de la gestion de projets.

3.4.4.7 Un contenu approprié exigeant l'application d'outils d'ingénierie modernes doit faire partie des composantes sciences du génie et conception en ingénierie du programme d'études.

3.4.5 **Minimum de 225 UA en études complémentaires :** en sciences humaines, en sciences sociales, en arts, en langues, en gestion, en économie de l'ingénierie et en communications.

3.4.5.1 Bien qu'une grande latitude soit permise dans le choix des cours complémentaires, certaines matières sont considérées essentielles à la formation complète de l'ingénieur. Par conséquent, le programme d'études doit comprendre des études dans les matières suivantes :

a. Matières traitant des sciences humaines et des sciences sociales,
b. Communication orale et écrite,
c. Professionnalisme, déontologie, équité et droit,
d. Impact de la technologie et/ou de l'ingénierie sur la société,
e. Santé et sécurité,

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BRIEFING NOTE: For decision

Accreditation criteria and procedures – Revisions to appendices 10 and 16	4.5b
Purpose:	To approve the revised procedures within appendices 10 and 16, for inclusion in the 2021 Accreditation Criteria and Procedures Report
Link to the Strategic Plan/Purposes:	Operational imperative 1: Accrediting undergraduate engineering programs
Link to the Corporate Risk Profile:	N/A.
Motion(s) to consider:	*b) THAT the Board, on recommendation of the CEAB, approve the following, for inclusion in the 2021 Accreditation Criteria and Procedures report:* *i. the revised Appendix 10 (Confidentiality: Policies and procedures)* *ii. the revised Appendix 16 (Procedures for formal review of an Accreditation Board decision to deny accreditation)*
Vote required to pass:	Two-thirds majority
Transparency:	Open session
Prepared by:	Mya Warken, Manager, Accreditation, and Secretary, CEAB
Presented by:	Pierre Lafleur, Chair, CEAB

Problem/issue definition

- As per its terms of reference, the CEAB has the role of reviewing "on a regular basis the criteria, policies, and procedures for evaluating engineering programs for accreditation or substantial equivalency purposes."
- In a recent review of CEAB policies, it was noted that appendices 10 and 16 of the 2020 Accreditation Criteria and Procedures Report make reference to the Executive Committee of the Engineers Canada Board. This body no longer exists and so adjustments to the CEAB policies are required.
- At its June 5, 2021 meeting, the CEAB passed a motion to recommend that appendices 10 and 16 be revised, as proposed.

Proposed action/recommendation

- That the Board approve the proposed revisions to appendices 10 and 16, which are made to account for Engineers Canada's updated governance structure.

Other options considered

- None.

Risks

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

Financial implications

- N/A.

Benefits

- The CEAB policies are up-to-date and in-line with the current Engineers Canada governance structure.
- Specifically, in the event that a request for a formal review of an Accreditation Board decision to deny accreditation is made, a clear procedure with relevant roles and responsibilities is available.

Consultation

- Engineers Canada's Legal Counsel and Corporate Secretary was consulted to confirm that the proposed new approach of having the Review Committee report into the full Engineers Canada Board (in the place of the Executive Committee) was appropriate within Appendix 16.
- The CEAB's Policies and Procedures Committee oversaw the revisions and made the recommendations to the CEAB.

Next steps (if motion approved)

- Upon Board approval, the Accreditation Criteria and Procedures report, with revised appendices 10 and 16, will be published in the fall of 2021.

Appendices

- **Appendix 1:** Marked up (track-changes) versions of the following sections within the 2020 Accreditation Criteria and Procedures Report:
    - Appendix 10 (Confidentiality: Policies and procedures)
    - Appendix 16 (Procedures for formal review of an Accreditation Board decision to deny accreditation)

Appendix 10 Annexe 10

Confidentiality: policies and procedures

1. General statement on confidentiality policy

The accreditation of undergraduate engineering programs in Canada is a voluntary process. As such, the Accreditation Board requires that all records and deliberations of the Accreditation Board are kept confidential insofar as accreditation activities and actions are concerned. This has been the policy of the Accreditation Board since its inception. Furthermore, the Accreditation Board guarantees, to each institution seeking accreditation, that the Accreditation Board will not publicly reveal any information concerning the institution other than a list of accredited programs together with the effective or dates of the accreditation period and that any information disclosed to participants in the accreditation process will be subject to safeguards to protect its confidentiality.

The general policy statement is: "No information relative to accreditation emitting from or received by the Canadian Engineering Accreditation Board is to be transmitted or revealed in writing or by word of mouth by any member of the Accreditation Board, member of an Accreditation Board committee or visiting team, Engineers Canada official or staff, or observer of the Accreditation Board to any other individual or organization, except as specifically permitted".

This document sets forth the procedures the Accreditation Board follows on accreditation activities in maintaining this confidentiality.

Restrictions are placed upon documents of the Accreditation Board. Restrictions are also placed upon individuals having access to Accreditation Board accreditation information.

Engineers Canada constituent members who receive information about accreditation decisions, as permitted by these procedures must have entered into a written agreement to protect the confidentiality of any such information and not to disclose it, unless required to do so by law.

Special note

The Terms of Reference of the Accreditation Board provide a mechanism for a formal review of an Accreditation Board decision to deny or terminate accreditation of a degree program.

Politiques et procédures de confidentialité

1. Énoncé général sur la politique de confidentialité

L'agrément des programmes de génie de premier cycle au Canada est un processus qui se fait sur une base volontaire. Ainsi, les dossiers et les délibérations du Bureau d'agrément doivent demeurer strictement confidentiels en ce qui concerne les activités et les décisions d'agrément. Cela a toujours été la politique du Bureau. En outre, le Bureau d'agrément garantit à tous les établissements qui présentent une demande d'agrément qu'aucun renseignement à leur sujet ne sera divulgué, à l'exception d'une liste des programmes agréés et des dates d'entrée en vigueur de la période d'agrément. Il garantit également que tous les renseignements divulgués aux personnes qui prennent part au processus d'agrément sont assujettis à des mesures de sécurité afin d'assurer leur confidentialité.

L'énoncé de politique général stipule ce qui suit : « Nul renseignement rattaché à l'agrément provenant du Bureau canadien d'agrément des programmes de génie ou reçu par ce bureau ne doit être transmis ni révélé, par écrit ou de vive voix, par un membre quelconque du Bureau d'agrément, d'un comité ou d'une équipe de visiteurs du Bureau d'agrément, ni par un dirigeant ou membre du personnel d'Ingénieurs Canada, un observateur du Bureau d'agrément, à tout autre personne ou organisme, sauf ainsi qu'il aura été expressément autorisé.»

Le présent document décrit les procédures que suit le Bureau d'agrément dans le cadre de ses activités d'agrément en vue de préserver la confidentialité.

Des restrictions sont imposées pour ce qui est des documents du Bureau d'agrément. Les particuliers qui ont accès aux renseignements du Bureau d'agrément sur l'agrément font également l'objet de restrictions.

Les membres constituants d'Ingénieurs Canada qui reçoivent des renseignements touchant aux décisions d'agrément, tel que permis par ces procédures, doivent avoir conclu une entente écrite suivant laquelle ces renseignements demeurent confidentiels et ne seront pas divulgués, à moins que les membres constituants soient tenus par la loi de le faire.

Remarque particulière

Le mandat du Bureau d'agrément prévoit un mécanisme d'appel des décisions du Bureau d'agrément afin de refuser ou de mettre fin à l'agrément d'un programme menant à un diplôme.

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The Formal Review Committee, established by the ~~Engineers Canada Executive Committee~~ Engineers Canada Board, will establish its own confidentiality policy. However, this policy must be within the spirit of the general policy statement unless otherwise required by subsequent legal action.

2. Individuals and organizations

2.1 Members of the Accreditation Board

The Accreditation Board consists of 20 voting members appointed by the Engineers Canada Board, and a non-voting secretary. ~~A member of the Engineers Canada Executive Committee and a member of the Engineers Canada Board are ex-officio non-voting members of the Accreditation Board.~~

To avoid any conflict of interest, Accreditation Board members shall withdraw from the meeting for those agenda items related to the accreditation of programs at the institution where that Accreditation Board member holds an appointment or other conflict.

2.2 Observers at Accreditation Board meeting

Each member of Engineers Canada and the Canadian Engineering Qualifications Board are invited to send a representative(s) to serve as an observer at each Accreditation Board meeting

The Canadian Federation of Engineering Students, the Commission des titres d'ingénieur, the signatories of the *Washington Accord*, and other relevant organizations are invited to send a representative(s) to serve as an observer at each Accreditation Board meeting.

A duly appointed Accreditation Board member may attend the spring Accreditation Board meeting immediately preceding his/her appointment date, as a "member-elect".

2.3 Members of Accreditation Board committees and visiting teams

Members of Accreditation Board committees and visiting teams (normally the team chair) who are not members of the Accreditation Board, may be non-voting members "pro-tempore" of the Accreditation Board for the agenda item(s) related to their activity. Such members are invited to attend Accreditation Board meetings by the Accreditation Board chair or by the secretary at the Accreditation Board chair's request. Normally they shall be in attendance only for the agenda item related to their activity but they may be invited

Le comité de révision, établi par le ~~comité exécutif d'Ingénieurs Canada~~ le conseil d'Ingénieurs Canada, établira sa propre politique de confidentialité. Toutefois, cette politique doit s'inscrire dans la perspective de l'énoncé de politique général, à moins d'indication contraire en fonction des procédures judiciaires ultérieures.

2. Particuliers et organismes

2.1 Membres du Bureau d'agrément

Le Bureau d'agrément est composé de 20 membres votants nommés par le conseil d'Ingénieurs Canada, ainsi que d'un secrétaire sans droit de vote. ~~Un membre du comité exécutif d'Ingénieurs Canada et un membre du conseil d'Ingénieurs Canada sont des membres d'office sans droit de vote du Bureau d'agrément.~~

Pour éviter les conflits d'intérêt, ou tout autre genre de conflit, tout membre du Bureau d'agrément qui occupe une charge auprès d'un établissement d'enseignement se retirera de la réunion pour les points à l'ordre du jour qui ont trait à l'agrément de programmes auprès de cet établissement.

2.2 Observateurs aux réunions du Bureau d'agrément

Tous les membres d'Ingénieurs Canada et le Bureau canadien des conditions d'admission en génie sont invités à désigner un(des) représentant(s) à titre d'observateur, à chacune des réunions du Bureau d'agrément.

La Fédération canadienne des étudiants et étudiantes en génie, la Commission des titres d'ingénieur, les signataires de l'*Accord de Washington* et d'autres organisations pertinentes peuvent sélectionner un observateur, qui assistera à chacune des réunions du Bureau d'agrément.

Un membre dûment nommé du Bureau d'agrément peut, à titre de membre élu, assister à la réunion du printemps du Bureau d'agrément qui précède immédiatement sa date de nomination.

2.3 Membres des comités et des équipes de visiteurs du Bureau d'agrément

Les membres des comités et des équipes de visiteurs (en règle générale le président) du Bureau d'agrément qui ne sont pas membres du Bureau d'agrément peuvent être considérés comme membres « temporaires » sans droit de vote du Bureau d'agrément à l'égard des points à l'ordre du jour rattachés à leur fonction. Ces personnes peuvent, à la discrétion du président ou du secrétaire du Bureau d'agrément, être priées d'assister aux réunions du Bureau d'agrément. Normalement, ces personnes peuvent assister seulement aux périodes consacrées aux points à l'ordre du

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to be observers for other agenda items at the discretion of the Accreditation Board chair.

2.4 Other individuals and organizations

The confidentiality of documents as described in sections 3.2 through 3.9 (inclusive) and the information contained therein shall be respected.

Public documents shall be treated as such.

"Official use" documents are to be treated as normal business documents at the discretion of the recipient.

3. Accreditation Board documents

3.1 General statements

All Accreditation Board documents are available to Accreditation Board members and the Accreditation Board Secretariat.

Accreditation Board members or the Accreditation Board Secretariat may classify Accreditation Board documents as "AB CONFIDENTIAL" if it is deemed appropriate to do so, or when requested to do so by the submitter of a document.

3.2 Documents available to Accreditation Board members and the Accreditation Board Secretariat only

(labelled "AB CONFIDENTIAL)

- Members manual
- Unabridged minutes of Accreditation Board meetings (see Section 3.5)
- Unabridged agenda and attachments for Accreditation Board meetings (see Section 3.5)
- List of potential visiting team members
- Unedited visiting team reports
- Dean's comments on visiting team reports
- Visiting team chair's comments on dean's comments
- Report received from dean in response to a previous accreditation decision requirement
- Previous visiting team's comments on above report

jour rattachés à leur fonction, mais le président du Bureau d'agrément est libre de les inviter à titre d'observateur aux périodes consacrées à d'autres points à l'ordre du jour.

2.4 Autres particuliers et organismes

La confidentialité de documents telle que décrite aux sections 3.2 à 3.9 (inclusivement) et les renseignements qu'ils contiennent doit être respectée.

Les documents publics doivent être traités de la même manière.

Les documents « d'usage officiel » seront traités comme des documents d'affaires courantes à la discrétion du destinataire.

3. Documents du Bureau d'agrément

3.1 Énoncés généraux

Tous les documents du Bureau d'agrément sont à la disposition des membres du Bureau d'agrément et du secrétariat du Bureau d'agrément.

Les membres du Bureau d'agrément ou le secrétariat du Bureau d'agrément peuvent attribuer la désignation « BA – CONFIDENTIEL » à certains documents du Bureau d'agrément lorsque la situation le justifie, ou à la demande de la personne qui a soumis le document.

3.2 Documents réservés aux membres du Bureau d'agrément et au secrétariat du Bureau d'agrément

(mention « BA – CONFIDENTIEL »)

- Manuel des membres
- Procès-verbaux intégraux des réunions du Bureau d'agrément (voir aussi la Section 3.5)
- Ordre du jour et documentation intégraux des réunions du Bureau d'agrément (voir aussi la Section 3.5)
- Liste de membres potentiels de l'équipe de visiteurs
- Rapports intégraux de l'équipe de visiteurs
- Commentaires du doyen sur les rapports de l'équipe de visiteurs
- Commentaires du président de l'équipe de visiteurs sur les commentaires du doyen
- Rapport reçu du doyen en réponse à une exigence relative à une décision d'agrément antérieure
- Commentaires de la dernière équipe de visiteurs au sujet du rapport susmentionné

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- Accreditation Board chair's accreditation decision report to dean
- Response from dean on accreditation decisions – if not a formal review

3.3 Documents transmitted from the Accreditation Board to the dean

(The transmitted document becomes the property of the recipient and is labelled "AB CONFIDENTIAL".)

- Edited visiting team report
- Accreditation Board chair's accreditation decision letter

The dean is free to convey the information contained in the edited visiting team report and the Accreditation Board chair's accreditation decision letter as he/she sees fit. As a minimum, the dean must inform students and staff of the process of accreditation and of the accreditation status of the program(s).

3.4 Documents transmitted from the Accreditation Board to the association for the relevant jurisdiction

Accreditation Board chair's accreditation decision letter to the dean and attached appendix.

The documents provided to an association are subject to an obligation to maintain confidentiality contained in an agreement between Engineers Canada and the association.

3.5 Documents transmitted from the Accreditation Board to team chairs and members, and observers

- Labelled: "AB CONFIDENTIAL"
- Labelled: "DO NOT COPY – RETURN TO THE ACCREDITATION BOARD SECRETARIAT"

Visiting team chair – Forthcoming visit

- Accreditation Board chair's accreditation decision report to dean of previous accreditation decisions. This may be accompanied by pertinent correspondence and or other documents, (e.g. Report requested by the Accreditation Board, dean's comments, correspondence related to

- Rapport du président du Bureau d'agrément à l'intention du doyen sur la décision d'agrément

- Réponse du doyen au sujet des décisions d'agrément, s'il ne s'agit pas d'un appel officiel

3.3 Documents transmis par le Bureau d'agrément au doyen

(Les documents transmis deviennent la propriété du destinataire et portent la mention « BA – CONFIDENTIEL »)

- Le rapport révisé de l'équipe de visiteurs
- La lettre de décision d'agrément du président du Bureau d'agrément

Le doyen peut transmettre les renseignements contenus dans le rapport révisé de l'équipe de visiteurs et dans la lettre de décision d'agrément du président du Bureau d'agrément s'il le juge nécessaire. Le doyen doit cependant au moins informer les étudiants et le personnel du processus d'agrément et du statut d'agrément du programme ou des programmes en cause.

3.4 Documents transmis par le Bureau d'agrément à l'ordre de la zone de compétence concernée

La lettre de décision d'agrément du président du Bureau d'agrément au doyen et l'annexe.

Les documents soumis aux ordres sont assujettis à une disposition de confidentialité incluse dans une entente conclue entre d'Ingénieurs Canada et l'ordre concerné.

3.5 Documents transmis par le Bureau d'agrément aux présidents d'équipe de visiteurs et aux membres, ainsi qu'aux observateurs

- Mention « BA – CONFIDENTIEL »
- Mention « REPRODUCTION INTERDITE – RETOURNER AU SECRÉTARIAT DU BUREAU D'AGRÉMENT »

Président de l'équipe de visiteurs – Visite à venir

- Rapport sur la décision d'agrément du président du Bureau d'agrément à l'intention du doyen au sujet des décisions d'agrément antérieures. Ce rapport peut être accompagné de correspondance pertinente et/ou d'autres documents (p. ex., le rapport demandé par le

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accreditation decisions, etc). The visiting team chair may share this information with team members as the need arises.

- Dean's comments on the edited visiting team report

Visiting team chair and selected team members – Previous visit

- Report received from dean in response to a previous accreditation decision requirement.

Observers

See sections 3.6 and 3.7

3.6 Minutes of Accreditation Board meetings

(labelled "AB CONFIDENTIAL")

- "Unapproved" minutes (those signed by the secretary only)
- "Approved" minutes (those approved at the following Accreditation Board meeting signed by the Accreditation Board chair and secretary)

Accreditation Board members

Receive the "unapproved" minutes as soon as possible after the Accreditation Board meeting. The "approved" minutes are kept in the Accreditation Board Secretariat offices. These minutes are provided to Accreditation Board members upon request and to new Accreditation Board members.

Observers at Accreditation Board meetings

Observers in attendance at an Accreditation Board meeting will have access to the dossiers during the meeting only, and they will receive a set of abridged "unapproved" minutes with accreditation actions deleted. Observers who have not attended the meeting may, upon request, receive the abridged "unapproved" minutes with accreditation actions deleted. Other confidential items in the minutes may also be deleted at the discretion of the Accreditation Board chair and/or secretary.

Bureau d'agrément, les commentaires du doyen, la correspondance relative aux décisions d'agrément, etc.). Le président de l'équipe de visiteurs peut partager cette information avec les membres de son équipe au besoin.

- Commentaires du doyen sur le rapport révisé de l'équipe de visiteurs

Président de l'équipe de visiteurs et membres sélectionnés de l'équipe – Visite précédente

- Rapport reçu du doyen en réponse à une exigence relative à une décision antérieure d'agrément

Observateurs

Voir sections 3.6 et 3.7

3.6 Procès-verbaux des réunions du Bureau d'agrément

(mention « BA – CONFIDENTIEL »)

- Les procès-verbaux « non approuvés » (ceux qui sont signés par le secrétaire seulement)
- Les procès-verbaux « approuvés » (ceux qui ont été approuvés à la réunion suivante du Bureau d'agrément et signés par le président et le secrétaire du Bureau d'agrément)

Membres du Bureau d'agrément

Reçoivent les procès-verbaux « non approuvés » dès que possible après la réunion du Bureau d'agrément. Les procès-verbaux « approuvés » sont conservés aux bureaux des secrétariats d'Ingénieurs Canada et du Bureau d'agrément. Ces procès-verbaux sont fournis sur demande aux membres du Bureau d'agrément, et aux nouveaux membres du Bureau d'agrément.

Observateurs aux réunions du Bureau d'agrément

Les observateurs qui assistent à une réunion du Bureau d'agrément pourront consulter les dossiers seulement pendant la réunion; ils recevront un ensemble abrégé des procès-verbaux « non approuvés » dans lesquels les décisions d'agrément ont été supprimées. Les observateurs qui n'ont pas assisté à la réunion, peuvent recevoir sur demande, un ensemble abrégé des procès-verbaux « non approuvés » (sans les décisions d'agrément). D'autres éléments confidentiels des procès-verbaux peuvent également avoir été supprimés à la discrétion du président et/ou du secrétaire du Bureau d'agrément.

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3.7 Agenda and attachments for Accreditation Board meetings

The preliminary agenda is distributed with the invitation to attend the next Accreditation Board meeting. The final agenda is distributed to Accreditation Board members. Observers receive the abridged final agenda with "accreditation action" items deleted. Accreditation Board agenda are labelled "AB CONFIDENTIAL".

Attachments to the final agenda are distributed to Accreditation Board members. Observers may receive attachments that are not related to accreditation actions. Attachments are labelled "AB CONFIDENTIAL" where appropriate.

3.8 Public documents

- Accreditation Board accreditation criteria and procedures
- Calendar of Events for Accreditation Visits
- Manual of accreditation procedures
- Questionnaire for Evaluation of an Engineering Program
- Visiting Team Report Template
- General visitor manual

3.9 "OFFICIAL USE" documents

- Includes all other documents not included in 3.1 through 3.7 above
- Distributed on a need-to-know basis
- No confidentiality label

3.10 Destruction of confidential documents

The Accreditation Board requires that all confidential documents (except documents transmitted to the dean and records kept by the Accreditation Board Secretariat) be appropriately destroyed at the end of each accreditation cycle in accordance with the procedures established by the Accreditation Board. These procedures are conveyed to the participants of each accreditation undertaken by the Accreditation Board, and may be revised or updated as required.

3.7 Ordre du jour et documents des réunions du Bureau d'agrément

L'ordre du jour préliminaire accompagne l'invitation à la prochaine réunion du Bureau d'agrément. L'ordre du jour final est distribué aux membres du Bureau d'agrément. Les observateurs reçoivent l'ordre du jour final et abrégé, dans lequel les décisions d'agrément ont été supprimées. L'ordre du jour final, porte la mention « BA – CONFIDENTIEL ».

Les documents qui accompagnent l'ordre du jour final sont distribués aux membres du Bureau d'agrément. Les observateurs peuvent recevoir les documents sur les questions qui ne touchent pas aux décisions d'agrément. Les documents portent la mention « BA – CONFIDENTIEL » au besoin.

3.8 Documents publics

- Normes et procédures d'agrément du Bureau d'agrément
- Calendrier des étapes pour les visites d'agrément
- Manuel des procédures d'agrément
- Questionnaire pour l'évaluation d'un programme de génie
- Modèle de rédaction du rapport de l'équipe de visiteurs
- Manuel du visiteur général

3.9 Documents « À L'USAGE OFFICIEL »

- Tous les autres documents qui ne figurent pas aux sections 3.1 à 3.7 ci-dessus
- Accès sélectif
- Aucune mention de confidentialité

3.10 Destruction des documents confidentiels

Le Bureau d'agrément exige que tous les documents confidentiels (hormis ceux qui sont acheminés au doyen et les dossiers conservés par le secrétariat du Bureau d'agrément) soient détruits de façon appropriée à la fin de chaque cycle d'agrément, conformément aux procédures du Bureau d'agrément. Ces procédures sont données aux participants de chaque évaluation d'agrément entreprise par le Bureau d'agrément, et peuvent être révisées ou mises à jour, le cas échéant.

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4. Rules of confidentiality at Accreditation Board meetings

4.1 General policy statement

"No information relative to accreditation emitting from or received by the Canadian Engineering Accreditation Board is to be transmitted or revealed in writing or by word of mouth by any member of the Accreditation Board, member of an Accreditation Board committee or visiting team, Engineers Canada official or staff, or observer of the Accreditation Board to any other individual or organization, except as specifically permitted".

4.2 Accreditation Board meetings

Observers are those individuals designated by members of Engineers Canada to attend Accreditation Board meetings. Representatives of the Canadian Engineering Qualifications Board, the Canadian Federation of Engineering Students, the Commission des titres d'ingénieur, the signatories of the Washington Accord, and other relevant organizations are also observers.

A duly appointed Accreditation Board member may attend the spring Accreditation Board meeting immediately preceding his/her appointment date, as a "member-elect".

Members of Accreditation Board committees or visiting teams (normally the chair), who are not Accreditation Board members, may be non-voting members "pro-tempore" of the Accreditation Board for agenda items related to their activity. Such persons may be invited to be observers for other agenda items at the discretion of the Accreditation Board chair.

~~The designated Engineers Canada Executive Committee representative and the member of the Engineers Canada Board of Directors designated to the Accreditation Board are ex officio non-voting members of the Accreditation Board.~~

Observers may be in attendance throughout the Canadian Engineering Accreditation Board meeting, or may be required (at the discretion of the Accreditation Board chair) to withdraw from the meeting for the duration of agenda items related to accreditation decisions.

4. Règles de confidentialité aux réunions du Bureau d'agrément

4.1 Énoncé de politique général

« Nul renseignement rattaché à l'agrément provenant du Bureau canadien d'agrément des programmes de génie ou reçu par ce bureau ne doit être transmis ni révélé, par écrit ou de vive voix, par un membre quelconque du Bureau d'agrément, d'un comité ou d'une équipe de visiteurs du Bureau d'agrément, ni par un dirigeant ou membre du personnel d'Ingénieurs Canada, un observateur du Bureau d'agrément, à tout autre personne ou organisme, sauf ainsi qu'il aura été expressément autorisé. »

4.2 Réunions du Bureau d'agrément

Les observateurs sont les personnes désignées par les membres d'Ingénieurs Canada afin d'assister aux réunions du Bureau d'agrément. Les représentants du Bureau canadien des conditions d'admission en génie, de la Fédération canadienne des étudiants et étudiantes en génie, la Commission des titres d'ingénieur, les signataires de l'Accord de Washington et d'autres organisations pertinentes agissent également à titre d'observateur.

Un membre dûment nommé du Bureau d'agrément peut, à titre de membre élu, assister à la réunion du printemps du Bureau d'agrément qui précède immédiatement sa date de nomination.

Les membres des comités ou des équipes de visiteurs (en règle générale le président) du Bureau d'agrément qui ne sont pas membres du Bureau d'agrément peuvent être considérés comme membres « temporaires » sans droit de vote du Bureau d'agrément, à l'égard des points à l'ordre du jour rattachés à leur fonction. Le président du Bureau d'agrément peut, à sa discrétion, inviter ces personnes à titre d'observateurs à l'égard d'autres points à l'ordre du jour.

~~Le représentant du comité exécutif d'Ingénieurs Canada et le membre du conseil d'administration d'Ingénieurs Canada faisant partie du Bureau d'agrément sont des membres d'office du Bureau d'agrément sans droit de vote.~~

Les observateurs peuvent assister à la totalité de la réunion du Bureau canadien d'agrément des programmes de génie ou peuvent devoir se retirer de la réunion pour la période ayant trait aux points à l'ordre du jour portant sur les décisions d'agrément.

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Observers may have access to meeting documents, but such documents shall not be removed from the meeting room without the permission of the Accreditation Board chair.

During portions of some agenda items, a dean/designated official may be in attendance. A separate procedure governs the activities and participation of such individuals at the meeting.

By a majority vote, the Accreditation Board may move into "closed session" for any portion of a meeting. Only Accreditation Board members and the Accreditation Board Secretariat staff may be present during a closed session.

Updated: November 2008

Les observateurs auront accès aux documents de la réunion, mais lesdits documents ne pourront quitter la salle de réunion sans la permission du président du Bureau d'agrément.

En ce qui concerne les discussions à l'égard de certaines portions de points à l'ordre du jour, un doyen ou un représentant dûment nommé peut être présent. Une procédure distincte régit ces activités et la présence de ces personnes aux réunions.

Par vote majoritaire, le Bureau d'agrément pourra invoquer le « huis clos » pour toute partie d'une réunion. Seuls les membres du Bureau d'agrément peuvent assister à une séance à « huis clos ».

Mise à jour : novembre 2008

Appendix 16 Annexe 16

Procedures for formal review of an Accreditation Board decision to deny accreditation

1. General

In the event of a decision by the Accreditation Board to deny accreditation of a program or to terminate the accreditation of an accredited program, the Accreditation Board, if requested by the institution, will review and clarify for the institution the options with respect to the accreditation process. As one of the options, the institution may request a formal review of the decision. The other option is a request for an early re-visit. **An institution must select one option only**. This document deals with the procedures to be followed where the institution selects the formal review option.

2. Request for formal review

The institution may submit a written request that a formal review be initiated. This request must be received by the chief executive officer, principal executive officer of Engineers Canada, within 30 days of notification of the accreditation action of the Accreditation Board. To facilitate a response from the Accreditation Board, the request for a formal review must identify the points in the accreditation decision letter for which the institution requires further clarification or which the institution wishes to have reviewed. Upon receipt of such request, the chief executive officer of Engineers Canada arranges a meeting between appropriate representatives of the Accreditation Board and the institution to ensure that there is opportunity for the reasons for the decision not to accredit to be fully understood. Within 14 days of the date of conclusion of this meeting, the institution must either confirm or withdraw in writing to the chief executive officer of Engineers Canada its request for a formal review.

If the institution confirms its decision to proceed with its request for a formal review, the chief executive officer of Engineers Canada will continue with the formal review.

The chief executive officer of Engineers Canada will keep the relevant members of Engineers Canada representing the province or territory in which the institution is located apprised of the process of formal review. If the institution withdraws its request for a formal review, but desires an early re-visit, it must request the early re-visit at the time of the withdrawal of the request for formal review.

3. Standing committee for formal review

Procédures de révision officielle d'une décision de refus d'agrément rendue par le Bureau d'agrément

1. Renseignements généraux

Dans l'éventualité d'une décision du Bureau d'agrément de refuser l'agrément d'un programme ou de mettre fin à l'agrément d'un programme agréé, le Bureau d'agrément, à la demande de l'établissement, examinera les options dont ce dernier peut se prévaloir quant au processus d'agrément et le renseignera à cet égard. L'établissement a en effet la possibilité de présenter une demande de révision officielle de la décision ou une demande de nouvelle visite anticipée. **L'établissement ne peut néanmoins choisir qu'une de ces deux options**. Ce document traite des procédures à suivre dans le cas d'une demande de révision officielle.

2. Demande de révision officielle

L'établissement peut présenter, par écrit, une demande afin qu'une révision officielle soit effectuée. Cette demande doit parvenir au chef de la direction d'Ingénieurs Canada dans les 60 jours de la réception de l'avis concernant les mesures d'agrément prises par le Bureau d'agrément. Afin de faciliter la réponse du Bureau d'agrément, la demande de révision officielle doit indiquer les aspects de la lettre de décision d'agrément à propos desquels l'établissement désire d'autres éclaircissements ou au sujet desquels l'établissement demande une révision. Sur réception de cette demande, le chef de la direction d'Ingénieurs Canada fixe une réunion entre les représentants appropriés du Bureau d'agrément et de l'établissement, afin de faire comprendre clairement les raisons pour lesquelles a été prise la décision de ne pas accorder l'agrément. Dans les 14 jours qui suivent la tenue de cette réunion, l'établissement doit confirmer ou retirer sa demande de révision officielle par écrit auprès du chef de la direction d'Ingénieurs Canada.

Si l'établissement confirme sa décision de maintenir sa demande de révision officielle, le chef de la direction d'Ingénieurs Canada poursuit le processus de révision officielle.

Le chef de la direction tiendra le membre d'Ingénieurs Canada représentant la province ou le territoire où se trouve l'établissement au courant du processus de révision officielle. S'il retire sa demande de révision officielle, mais qu'il souhaite une nouvelle visite anticipée, l'établissement doit en faire la demande en même temps qu'il présente son avis de retrait.

3. Comité permanent de révision officielle

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The formal review case will be considered by a review committee comprised of:

- The ranking member[1], without conflict, of the Board of Examiners/Academic Requirements Committee for the members of Engineers Canada representing the province or territory in which the institution is located (this individual will chair the review committee);
- The most recent past-chair of the Accreditation Board, without conflict, who is no longer serving on the board; and
- The ranking member, without conflict, of the Canadian Engineering Qualifications Board.

Committee members must be able to act in an unbiased and impartial manner. They must have no real or apparent conflict of interest or recent involvement with the institution (or with its faculty of engineering). They must not have been directly involved in the development or delivery of the program in question or in the accreditation decision-making process. All members of the Review Committee shall be licensed professional engineers in Canada. The institution and the Accreditation Board's Executive Committee can object, with demonstrated grounds with respect to conflict of interest, to any member of the Review Committee. Ruling on such objections shall be made by ~~Engineers Canada's Executive Committee~~ the Engineers Canada Board, with such rulings to be final and binding.

Once the Review Committee has been established, the chief executive officer of Engineers Canada sets an acceptable date and place for the hearing. The date of the hearing must be no later than 90 days following receipt of confirmation from the institution to proceed with its request for a formal review.

4. The formal review

A document detailing the institution's case for a formal review must be received by the chief executive officer of Engineers Canada at least 30 days before the date set for the hearing so that the Review Committee and the Accreditation Board may be provided with this information before the hearing.

[1]"Ranking member" herein refers to the chair, followed by the vice-chair, followed by the past-chair, followed by the members in the order of length of service, and is available to serve on the Committee.

This document must present reasons why the institution is

Le dossier de révision officielle est étudié par un comité de révision composé des membres suivants :

- Le membre par ordre hiérarchique[1], sans conflit d'intérêt, du Comité des examinateurs/des exigences en matière de formation universitaire du membres d' Ingénieurs Canada représentant la province ou le territoire où est situé l'établissement (cette personne présidera le comité de révision).
- Le dernier président sortant du Bureau d'agrément, sans conflit d'intérêt, qui ne siège plus au Bureau.
- Le membre par ordre hiérarchique, sans conflit d'intérêt, du Bureau canadien des conditions d'admission en génie.

Les membres du Comité doivent être en mesure d'agir sans préjugés et de façon impartiale. Ils ne doivent pas avoir de conflits d'intérêt, réels ou apparents, ni avoir collaboré récemment avec l'établissement (ou avec sa faculté de génie). Ils ne doivent pas avoir participé directement à l'élaboration ni à l'enseignement du programme en question, ni au processus de prise de décision d'agrément. Tous les membres du Comité de révision doivent être des ingénieurs titulaires d'un permis au Canada. L'établissement et le comité exécutif du Bureau d'agrément peuvent s'opposer, pour des raisons de conflit d'intérêt, à la nomination d'un membre du Comité de révision. La décision quant à cette opposition est prise par le ~~comité exécutif d'Ingénieurs Canada~~ conseil d'Ingénieurs Canada et elle est finale et sans appel.

Une fois le Comité de révision établi, le chef de la direction d'Ingénieurs Canada fixe une date et un lieu acceptables pour la tenue de l'audience. L'audience a lieu dans les 90 jours qui suivent la réception de la confirmation, de la part de l'établissement, de maintenir sa demande de révision officielle.

4. Révision officielle

Le chef de la direction d'Ingénieurs Canada doit recevoir, au moins 30 jours avant la date fixée pour l'audience, un document exposant en détail les motifs pour lesquels l'établissement demande une révision officielle, et ce, afin que le Comité de révision et le Bureau d'agrément puissent disposer de ces renseignements avant la tenue de l'audience.

[1]Président, vice-président, président sortant ou l'un des membres par ordre d'ancienneté, disponible pour siéger au Comité de révision.

Ce document doit indiquer les raisons pour lesquelles

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challenging the decision of the Accreditation Board not to accredit the program. The possible grounds for challenging the decision are:

- evidence of errors of fact,
- evidence of failure of the Accreditation Board to conform to its published procedures,
- reliance by the Accreditation Board on criteria or evidence which are insufficient or inappropriate in light of the Accreditation Board's published accreditation criteria and procedures,
- conflict of interest.

With the document detailing the institution's case, the institution should also file any other documents or written material on which the institution intends to rely at the hearing. This material will be provided to the Accreditation Board and the Review Committee prior to the hearing.

5. Authority of the Review Committee

The Review Committee is charged by the ~~Executive Committee of Engineers Canada~~ Engineers Canada Board to review the stated grounds for the formal review. In particular the Review Committee is charged with determining whether valid grounds as defined in Section 4, above, have been demonstrated and, if so, whether these grounds could have affected the decision. The Review Committee does not consider improvements to the program made subsequent to the accreditation decision.

6. Materials considered by the Review Committee

As described in Section 4, the institution must submit documentation describing the grounds for challenging the decision. The Accreditation Board may submit written materials responding to the issues raised by the institution and/or respond at the hearing to the issues that were raised in the documentation. Any written materials from the Accreditation Board must be submitted to the chief executive officer of Engineers Canada at least 15 days before the date of the hearing for distribution to the institution and the Review Committee. Additional documentation from the institution which responds to the submission by the Accreditation Board (if such occurs) may be presented by the institution to the Review Committee and the Accreditation Board at any time prior to the commencement of the hearing.

All additional documentation must be based on information that was presented to the Accreditation Board or its representatives up to the time of the challenged accreditation decision.

l'établissement conteste la décision du Bureau d'agrément de ne pas agréer le programme. Les motifs qu'il est possible d'invoquer pour contester la décision sont :

- l'existence d'une erreur de fait,
- l'omission par le Bureau d'agrément de se conformer à ses procédures publiées,
- le recours par le Bureau d'agrément à des normes ou à des preuves qui sont insuffisantes ou inappropriées à la lumière des Normes et procédures d'agrément publiées du Bureau d'agrément,
- un conflit d'intérêt.

Le document énonçant les motifs de l'établissement doit aussi être accompagné de tout autre document ou pièce sur lesquels l'établissement compte se fonder lors de l'audience. Ces documents doivent être mis à la disposition du Bureau d'agrément et du Comité de révision avant la tenue de l'audience.

5. Fonction du Comité de révision

Le Comité de révision est chargé par le ~~comité exécutif d'Ingénieurs Canada~~ conseil d'Ingénieurs Canada de revoir les motifs déclarés justifiant la révision officielle. Le Comité de révision est tout particulièrement chargé de déterminer si des motifs valables, tels que définis à la section 4 ci-dessus, ont été démontrés et, le cas échéant, si ces motifs pourraient avoir influé sur la décision. Le Comité de révision ne tient pas compte des améliorations apportées au programme après la décision d'agrément.

6. Documents examinés par le Comité de révision

Tel que décrit à la section 4, l'établissement doit soumettre de la documentation énonçant les motifs de son opposition à la décision. Le Bureau d'agrément peut soumettre par écrit des textes visant à répondre aux motifs d'opposition soulevés par l'établissement et/ou y répondre au cours de l'audience. Ces pièces écrites doivent être remises au chef de la direction d'Ingénieurs Canada au moins 15 jours avant la tenue de l'audience, et ce, afin d'être transmises à l'établissement et au Comité de révision. Tout document supplémentaire en réponse aux pièces soumises par le Bureau d'agrément (le cas échéant) peut être déposé par l'établissement au Comité de révision et au Bureau d'agrément en tout temps avant le début de l'audience.

Ces documents supplémentaires doivent être fondés sur l'information qui a été soumise au Bureau d'agrément ou à ses représentants avant la décision d'agrément qui est contestée.

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Clarifications, observations or rebuttals concerning any of these written materials are made orally in the hearing. In the hearing, the institution and the Accreditation Board may present additional evidence orally so long as it is confined to conditions and circumstances prevailing up to the time of the challenged accreditation decision.

7. Representing at the hearing

The Accreditation Board is represented by the chair of the Accreditation Board (or the chair's designate) and by any others chosen by the chair of the Accreditation Board or requested to be present by the chair of the Review Committee.

The institution is represented by administrative officers with responsibility for the program and any others requested to be present by the chair of the Review Committee.

Engineers Canada may be represented as an observer by its president (or the president's designate) and chief executive officer.

The Review Committee may engage legal counsel to act as a legal advisor during the hearing as well as during its deliberations. In that the proceedings are not judicial in nature, neither the Accreditation Board nor the institution may bring legal counsel to the hearing.

The hearing before the Review Committee is not open to the public. Attendance at the hearing by anyone other than the representatives listed above may be only with permission of the chair of the Review Committee in consultation with the chief executive officer of Engineers Canada.

8. Conduct of the review by the committee

The chair of the Review Committee calls upon the designated representative of the institution to state its case, including reference to submitted documents. Additional details may be provided by other representatives of the institution who are present. Representatives of the Accreditation Board are given the opportunity to respond fully to the written submission and to the initial presentation by the institution. Both parties are given an opportunity to ask questions, provide observations and clarify positions. Members of the Review Committee may ask questions, review documentation and raise relevant issues at any time.

When the chair of the Review Committee is satisfied that all relevant evidence has been presented and the parties have had adequate opportunity to present their arguments and positions, each party is invited to present a brief closing summary statement.

Les éclaircissements, observations ou réfutations concernant l'un quelconque de ces documents écrits sont effectués verbalement à l'audience. Lors de celle-ci, l'établissement et le Bureau d'agrément peuvent également présenter verbalement des preuves supplémentaires, à condition qu'elles se limitent aux conditions et aux circonstances qui avaient cours avant la décision d'agrément qui est contestée.

7. Représentation à l'audience

Le Bureau d'agrément est représenté par le président du Bureau d'agrément (ou une personne désignée par celui-ci) et par toute autre personne choisie par le président du Bureau d'agrément ou invitée à assister à l'audience par le président du Comité de révision.

L'établissement est représenté par les administrateurs responsables du programme et par toute autre personne invitée à assister à l'audience par le président du Comité de révision.

Ingénieurs Canada peut être représenté, à titre d'observateur, par son président (ou une personne désignée par celui-ci) et par le chef de la direction.

Le Comité de révision pourra avoir recours à un avocat qui agira à titre de conseiller juridique pendant l'audience, ainsi que lors de ses délibérations. Comme les procédures ne sont pas de nature judiciaire, ni le Bureau d'agrément, ni l'établissement ne pourront être accompagnés d'un conseiller juridique à l'audience.

Le public n'est pas invité à assister à l'audience devant le Comité de révision. Toute personne autre que les représentants mentionnés ci-haut ne pourra assister à l'audience qu'avec la permission du président du Comité de révision, qui aura préalablement consulté à cet égard le chef de la direction d'Ingénieurs Canada.

8. Déroulement de la révision menée par le Comité

Le président du Comité de révision invite le représentant désigné de l'établissement à exposer son cas en faisant renvoi aux documents soumis. Des détails supplémentaires peuvent être fournis par les autres représentants de l'établissement qui sont présents. Les représentants du Bureau d'agrément ont la possibilité de réagir sans réserve aux documents écrits et à la présentation initiale de l'établissement. Les deux parties peuvent poser des questions, faire des observations ou éclaircir leur position. Les membres du Comité de révision peuvent, en tout temps, poser des questions, revoir la documentation et soulever des questions pertinentes.

Lorsque le président du Comité de révision est convaincu que toutes les preuves pertinentes ont été présentées et que les parties ont eu l'occasion suffisante de présenter leurs arguments et leur position, chaque partie est invitée à présenter une courte

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All members of the Review Committee must be present for the full presentation of all the evidence.

No document filed with the Review Committee or information, written or oral, presented at the hearing will be transmitted or revealed to any other party by the Review Committee, the Accreditation Board, Engineers Canada or their representatives. Any such information may be disclosed by the institution provided that it is disclosed in its entirety.

9. Recommendations and decisions

The Review Committee decides on its recommendation in an in-camera session following the hearing. The decision is made by a majority of members of the Review Committee. The Review Committee reports its recommendation in writing, together with a summary of the evidence and the reasons for the recommendation, to the ~~Executive Committee of Engineers Canada~~ Engineers Canada Board within 30 days of the conclusion of the hearing. While a consensus report is desirable, all members nevertheless have the right to provide an appendix to the report providing their opinions. Immediately thereafter, the chief executive officer transmits copies of the Review Committee's report to the institution and to the Accreditation Board. The Review Committee may make one of the following recommendations:

9.1 The decision of the Accreditation Board not to accredit the program under review should be upheld. The reasons for upholding the Accreditation Board decision are:

9.1.1 the decision of the Accreditation Board was not affected by any significant error of fact contained in the documentation or other information before the Accreditation Board in arriving at its decision; and

9.1.2 the Accreditation Board, in reaching its decision, conformed to its published procedures; and

9.1.3 the Accreditation Board, in reaching its decision, used sufficient and appropriate criteria consistent with its published criteria; and

9.1.4 no conflict of interest has been demonstrated.

Therefore, the Review Committee would recommend to ~~Engineers Canada's Executive Committee~~ the Engineers Canada Board that there be no change in the action taken by the Accreditation Board regarding the accreditation of the program under review.

déclaration de clôture. Les membres du Comité de révision doivent tous assister à la présentation intégrale de toutes les preuves.

Nul document déposé auprès du Comité de révision ou nul renseignement écrit ou verbal présenté à l'audience ne sera transmis ou révélé à une autre partie par le Comité de révision, le Bureau d'agrément, d'Ingénieurs Canada ou leurs représentants. Tout renseignement de ce genre peut être révélé par l'établissement, à condition qu'il soit révélé dans son intégralité.

9. Recommandations et décisions

Le Comité de révision décide de sa recommandation lors d'une séance à huis clos après l'audience. La décision est prise par une majorité des membres du Comité. Le Comité signifie sa recommandation par écrit, accompagnée d'un résumé de la preuve et des raisons de la recommandation, au ~~comité exécutif d'Ingénieurs Canada~~ conseil d'Ingénieurs Canada dans les 30 jours qui suivent la fin de l'audience. Bien qu'un rapport de consensus soit souhaitable, les membres ont tous le droit de fournir leurs opinions en annexe. Dès qu'il reçoit le rapport du Comité, le chef de la direction d'Ingénieurs Canada en transmet des copies à l'établissement et au Bureau d'agrément. Le Comité de révision peut faire l'une des recommandations suivantes :

9.1 La décision du Bureau d'agrément de ne pas agréer le programme en cause devrait être maintenue. Les raisons du maintien de la décision sont :

9.1.1 la décision du Bureau d'agrément n'a pas été influencée par une grave erreur de fait contenue dans la documentation ou dans tout autre renseignement, avant que le Bureau d'agrément ne prenne sa décision; et

9.1.2 le Bureau d'agrément, lorsqu'il a pris sa décision, s'est conformé à ses procédures publiées; et

9.1.3 le Bureau d'agrément, lorsqu'il a pris sa décision, s'est fondé sur des normes suffisantes et appropriées, conformément à ses normes publiées; et

9.1.4 l'existence d'aucun conflit d'intérêt n'a été démontrée.

Par conséquent, le Comité de révision recommande au ~~comité exécutif d'Ingénieurs Canada~~ conseil d'Ingénieurs Canada de ne pas modifier la décision prise par le Bureau d'agrément concernant l'agrément du programme qui fait l'objet de la révision.

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9.2 The decision of the Accreditation Board not to accredit the program under review should be set aside. The reasons for setting aside the Accreditation Board decision are:

9.2.1 the decision of the Accreditation Board was affected by one or more significant errors of fact contained in the documentation or other information before the Accreditation Board in arriving at its decision; and/or

9.2.2 the Accreditation Board, in reaching its decision, did not conform to its published procedures; and/or

9.2.3 the Accreditation Board, in reaching its decision, used insufficient or inappropriate criteria in light of its published criteria; and/or

9.2.4 conflict of interest has been demonstrated.

Therefore, the Review Committee would recommend to ~~Engineers Canada's Executive Committee~~ the Engineers Canada Board that the matter be sent back to the Accreditation Board and that the Accreditation Board be instructed to reconsider its decision to deny or terminate accreditation of the program under review, taking into account the finding of the Review Committee.

The formal review procedure terminates with the issuance of Engineers Canada's Executive Committee's decision.

10. Reconsideration by the Accreditation Board

When ~~Engineers Canada's Executive Committee~~ Engineers Canada Board sends the matter back to the Accreditation Board, the Accreditation Board reconsiders the accreditation decision, taking into account the Report of the Review Committee and any clarifying information it may require from that Committee or the institution. The reconsideration shall occur within 60 days of receipt of the decision from the chief executive officer. This will occur at the next regular meeting of the Accreditation Board, if such occurs within that time period, otherwise a special meeting of the Accreditation Board will be convened to hear the case. The Accreditation Board may confirm its decision to deny or terminate accreditation or it may accredit the program.

Following the Accreditation Board accreditation decision, Engineers Canada's president and chief executive officer are

9.2 La décision du Bureau d'agrément de ne pas agréer le programme faisant l'objet de la révision devrait être annulée. Les raisons de l'annulation de la décision du Bureau d'agrément sont :

9.2.1 la décision du Bureau d'agrément a été influencée par une ou plusieurs erreurs de fait importantes contenues dans la documentation ou dans tout autre renseignement, avant que le Bureau d'agrément ne prenne sa décision; et/ou

9.2.2 le Bureau d'agrément, lorsqu'il a pris sa décision, ne s'est pas conformé à ses procédures publiées; et/ou

9.2.3 Le Bureau d'agrément, lorsqu'il a pris sa décision, s'est fondé sur des normes insuffisantes et inappropriées, à la lumière de ses normes publiées; et/ou

9.2.4 l'existence d'un conflit d'intérêt a été démontrée.

Par conséquent, le Comité de révision recommande au ~~comité exécutif d'Ingénieurs Canada~~ conseil d'Ingénieurs Canada de renvoyer la question au Bureau d'agrément et de l'enjoindre de réexaminer sa décision de refuser ou de mettre fin à l'agrément du programme qui fait l'objet de la révision, en tenant compte des constatations faites par le Comité de révision.

Le processus de révision officielle prend fin avec l'annonce de la décision du comité exécutif d'Ingénieurs Canada.

10. Réexamen par le Bureau d'agrément

Lorsque le ~~comité exécutif d'Ingénieurs Canada~~ conseil d'Ingénieurs Canada renvoie la question au Bureau d'agrément, ce dernier réexamine la décision d'agrément, en tenant compte du rapport du Comité de révision et de tout renseignement qu'il pourrait demander au Comité ou à l'établissement de lui fournir afin d'éclaircir la situation. Le réexamen s'effectue dans les 60 jours de la réception de la décision du chef de la direction. Il a lieu à la réunion ordinaire suivante du Bureau d'agrément, si cette réunion doit avoir lieu dans les délais prescrits, sinon une réunion spéciale du Bureau d'agrément est convoquée pour l'audition du cas. Le Bureau d'agrément peut alors confirmer sa décision de refuser l'agrément ou d'y mettre fin, ou il peut agréer le programme.

La décision d'agrément du Bureau d'agrément est communiquée au président et au chef de la direction d'Ingénieurs Canada. Le chef

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informed of the decision. The chief executive officer notifies the dean and the president of the institution of the decision. The dean is provided with a comprehensive written explanation for the decision. The institution is expected to inform students and staff of the accreditation status of the program. Such a decision by the Accreditation Board, following a reconsideration arising out of a formal review is not subject to further formal review.

11. Special visit

In the event that the Accreditation Board confirms its decision to deny or terminate accreditation after a formal review has resulted in a finding that the decision of the Accreditation Board not to accredit the program under review should be set aside, the institution shall have the option of requesting a special visit within 14 days of being notified of the confirmation of the decision to deny or terminate. The special visit request will not require documentation justifying the visit but the institution may provide documentation supporting its request. The Accreditation Board shall include a special visit to the institution within the current accreditation cycle. Best efforts will be made to complete the visit prior to the next Accreditation Board decision meeting. The decision resulting from the special visit is final and cannot be the subject of a request for formal review.

12. Costs

Should the Review Committee recommend that the Accreditation Board's decision to deny or terminate accreditation be upheld, the Review Committee expenses are borne by the institution; otherwise, they are borne by Engineers Canada. The institution and the Accreditation Board are each responsible for their own expenses in being represented at the hearing.

Effective June 2006
Updated: November 2009

de la direction avise le doyen et le président de l'établissement au sujet de la décision. Le doyen recevra des explications écrites complètes concernant la décision. L'établissement devra informer les étudiants et le personnel quant à la situation du programme en matière d'agrément. Cette décision prise par le Bureau d'agrément au terme de la révision officielle ne peut faire l'objet d'une autre révision officielle.

11. Visite spéciale

Si le Bureau d'agrément confirme sa décision de refuser l'agrément ou d'y mettre fin après que, à l'issue de la révision officielle, il a été conclu que la décision du Bureau d'agrément de ne pas agréer le programme en cause devrait être annulée, l'établissement doit avoir la possibilité de présenter une demande de visite spéciale dans les 14 jours qui suivent l'avis de confirmation de la décision du Bureau d'agrément de refuser l'agrément ou d'y mettre fin. L'établissement n'est pas tenu de fournir de la documentation pour justifier cette demande de visite, mais il peut en fournir à l'appui de sa demande. Le Bureau d'agrément doit prévoir une visite spéciale à l'établissement dans le cycle d'agrément en cours. Tout sera mis en œuvre pour que cette visite ait lieu avant la prochaine réunion de décision du Bureau d'agrément. La décision prise à l'issue de la visite spéciale est finale et ne peut faire l'objet d'une demande de révision officielle.

12. Coûts

Si le Comité de révision recommande le maintien de la décision du Bureau d'agrément de refuser l'agrément ou d'y mettre fin, les dépenses du Comité sont à la charge de l'établissement; autrement, elles sont à la charge d'Ingénieurs Canada. L'établissement et le Bureau d'agrément assument chacun leurs propres dépenses de représentation à l'audience.

En vigueur en juin 2006
Mise à jour : novembre 2009

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BRIEFING NOTE: For decision

Delivery format of the late fall (December) Board meetings	4.6
Purpose:	To approve a change in the delivery format of the late fall (December) Board meetings to come into effect in 2022
Link to the Strategic Plan/Purposes:	Board responsibility 1: Hold itself, its Directors, and its Direct Reports accountable Board responsibility 2: Sustain a process to engage with Regulators through regular communication that facilitates input, evaluation and input
Link to the Corporate Risk Profile:	Governance functions (strategic risk)
Motion(s) to consider:	*THAT the Board, on recommendation of the CEO, agree to hold its late fall (December) Board meetings virtually, commencing in 2022.*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Evelyn Spence, Corporate Secretary
Presented by:	Gerard McDonald, Chief Executive Officer

Problem/issue definition

- In a regular (non-pandemic) year, the Engineers Canada Board would meet in-person on five different occasions, as follows:
  - Winter (February) meetings – Ottawa
  - Spring (May) meetings – Rotating locations
  - June Board workshop – Rotating locations
  - Fall (September/October) meetings – Ottawa
  - Late fall (December) meetings – Ottawa
- The Board also meets virtually in early spring (April).
- The April and December Board meetings typically focus on Engineers Canada's internal business only and not on issues that impact the Regulators in general. For instance, in April, the purpose of the meeting is for the Board to approve the organization's financials before they are submitted to the Members, as well as to approve the Corporate Risk Profile. In December, the focus of the meeting is on the approval of Engineers Canada's budget, and other standing agenda items include approval of the CEAB and CEQB work plans and the appointments of the CEAB/CEQB leadership. These two meetings are typically shorter than other Board meetings.
- The December meeting has only been part of the Board schedule since 2017 and was originally set up as a teleconference. It was only hosted in Ottawa in 2018 and 2019 and is not usually attended by the Regulator Presidents or CEOs.
- Over the past year and a half, as Engineers Canada hosted all its Board meetings virtually, it was able to realize some key opportunities, including that more stakeholders could participate and contribute to Engineers Canada's governance by attending these otherwise inaccessible meetings. These virtual meetings have also allowed Engineers Canada to accommodate more stakeholder observers (i.e. incoming Regulator Presidents rather than just sitting Presidents) and Regulator staff who, in turn, were able to take away a greater appreciation for and understanding of Engineers Canada's work and purpose.
- Given the significant benefit of building trust among the Regulators and the fact that the December Board meetings are typically shorter than other in-person meetings, there is an opportunity to

leverage our virtual meeting successes from the past year and a half and convert the December Board meetings to virtual delivery, beginning in December 2022.

Proposed action/recommendation

- That the Board approve a change in meeting delivery format in respect of the December Board meetings so that, commencing in 2022, those meetings will be held virtually (instead of in-person).

Other options considered

- Status quo: The Board could continue to meet in Ottawa for its December meetings.
- Engineers Canada did consider whether hybrid meetings were worth pursuing but given the added costs (AV costs for hybrid meetings are around $25,000 (for a 2-day event) whereas in-person AV costs are approximately $1,900 and full virtual meeting AV costs are in the $10,000 range), the necessary draw on additional staff resources, and the disparate experiences for Board members (and other observers), it was not felt that this would be an option worth pursuing.

Risks

- No risks identified. The Engineers Canada Board has proven that it can meet and very effectively govern the organization through virtual meetings. On the other hand, this proposal seeks to mitigate against some of the potential consequences identified in the governance strategic risk profile, as it addresses the potential risk that the Regulators do not understand how to work within the governance framework, leading to diminished or lost Regulator confidence and Regulator dissatisfaction.

Financial implications

- Converting the December meeting to a virtual meeting would result in significant cost savings (approx. $37,000) for Engineers Canada. To illustrate, it cost $55,140 to hold the December Board meeting in-person in 2019, versus the $17,753 it cost to hold the meeting virtually in 2020.
- These lower costs would be reflected in the 2022 (and subsequent) budgets.

Benefits

- In addition to the above-mentioned cost savings, holding the December Board meetings virtually will mean that more observers (CEOs, Regulator staff, Presidents, and incoming Presidents) can take part in the meetings fully (with no disadvantage over those participating in-person), which helps to build trust and engagement with our stakeholders. It also allows Engineers Canada's to fulfill its commitment to hold open and accessible meetings.

Consultation

- None.

Next steps (if motion approved)

- If the motion is approved, Engineers Canada staff will finalize the 2022 budget, taking into consideration the costs of holding the December meetings virtually. Staff will also take steps to prepare and deliver the 2022 December meeting in a virtual format.

Appendices

- N/A.

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BRIEFING NOTE: For information

Canadian Engineering Accreditation Board (CEAB) draft work plan	5.1
Purpose:	To inform the Board of the planning activities of the CEAB in 2022, for final approval in December 2021
Link to the Strategic Plan/Purposes:	Strategic priority 2: Accountability in accreditation Operational imperative 1: Accrediting undergraduate engineering education programs Operational imperative 7: International mobility
Link to the Corporate Risk Profile:	Governance (strategic risk)
Prepared by:	Mya Warken, Manager, Accreditation, and Secretary, CEAB
Presented by:	Pierre G. Lafleur, Chair, CEAB

Problem/issue definition

- As mandated by Engineers Canada's purposes, the Canadian Engineering Accreditation Board (CEAB) accredits undergraduate engineering programs (Purpose 1) and is accountable for parts of the work under Purpose 7: Managing risks and opportunities associated with mobility of work and practitioners internationally.
- For visibility purposes, a work plan for 2022 has been drafted for review by the Engineers Canada Board.

Proposed action/recommendation

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

Other options considered:

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

Risks

- Without having reviewed the work plan, the Engineers Canada Board fails to monitor the work of the CEAB, one of three Direct Reports, resulting in diminished Regulator confidence.

Financial implications

- All work plan items have been considered in the 2022 proposed budget.

Benefits

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

Consultation

- On August 18, the draft 2022 CEAB workplan was circulated to the CEO Group and the National Admissions Officials Group inviting their feedback.

Next steps

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

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Appendices

- **Appendix 1**: Draft 2022 CEAB work plan

CEAB work plan 2022

Item		
Accreditation decisions*	**Visit date**	**Decision date (2022)**
Concordia University (1 program)	October 24-26, 2021	June
Conestoga College Institute of Technology and Advanced Learning (1 new program)	March 26-29, 2022	June
École de technologie supérieure (7 programs)	October 24-27, 2021	June
École Polytechnique (12 programs)	November 7-9, 2021	June
McMaster University (19 programs; 11 re-accreditation, 8 new)	November 21-24, 2021	June
Thompson Rivers University (1 new program)	January 30-February 1, 2022	June
Université de Moncton (3 programs)	November 14-16, 2021	June
Université de Sherbrooke (8 programs; 6 re-accreditation, 2 new)	October 3-5, 2021	February
Université du Québec à Trois-Rivières (1 program)	February 13-15, 2022	June
Université du Québec en Outaouais (1 program)	November 14-16, 2021	June
University of British Columbia (4 programs; 3 re-accreditation, 1 new)	January 23-26, 2022	June
University of British Columbia - Okanagan (1 new program)	January 30-February 1, 2021	June
University of Ottawa (5 programs)	November 7-9, 2021	June
University of Prince Edward Island (1 program; 1 new location – Cairo campus)	March 19-22, 2022	June
University of Saskatchewan (8 programs)	October 31-November 2, 2021	June
Western University (1 terminating program)	November 29-December 1, 2021	June
University of Windsor (5 programs)	January 29-February 2, 2022	June
International monitoring	**Participant(s)**	**Date**
ABET Symposium	TBD	April 7-8
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June
Receive and study the findings from Engineers Canada's periodic review	CEAB members	June
Mentor CACEI (Mexico) as provisional signatory of the Washington Accord	CEAB members	Ongoing

Criteria and procedures	Responsible	Due date
Implement any changes to criteria, policies, or procedures resulting from the CEAB working groups and task forces in 2021, including (but not limited to): • New definition of engineering design • Proposed amendment to Appendix 3 *Interpretive statement on licensure expectations and requirements, clauses 8 and 9)* • Required visit materials • Appropriate ways within the accreditation process to incorporate the goals of the 30 by 30 initiative • Revised Policies and Procedures Terms of Reference • Revised General Visitor report	CEAB members	TBD (pending decisions from June and September 2022 meetings)
Monitor how measures taken by programs to respond to the pandemic challenge are supported by the accreditation criteria	Policies and Procedures Committee	December
Study and prioritize the findings from the first Accountability in Accreditation measurement cycle	AinA Committee Policies and Procedures Committee CEAB	Ongoing
Monitor and support where required the implementation of Tandem for accreditation (Engineers Canada's new web-based data management system)	Policies and Procedures Committee CEAB members	Ongoing
2019-2021 Strategic Priority: Accountability in Accreditation	**Responsible**	**Due date**
Report on the second measurement cycle (2021)*	AinA Committee	September
Begin and monitor data collection for third measurement cycle	AinA Committee	April
2022-2024 Strategic plan	**Responsible**	**Due date**
Monitor and contribute when/how requested	CEAB members	Ongoing

*The 2021/2022 accreditation visits will be conducted using a virtual format.

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BRIEFING NOTE: For information

Canadian Engineering Qualifications Board (CEQB) draft work plan	5.2
Purpose:	To inform the Board of the planning activities of the CEQB in 2022, for final approval in December 2021
Link to the Strategic Plan/Purposes:	Operational imperative 3: Providing services and tools that: enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada
Link to the Corporate Risk Profile:	Governance (strategic risk)
Prepared by:	Ryan Melsom, Manager, Qualifications, and Secretary, CEQB
Presented by:	Frank George, Chair, CEQB

Problem/issue definition

- As mandated by Engineers Canada's purposes, the Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examinations syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
- The purpose of this briefing note is to inform the Engineers Canada Board of the results of the consultation process and proposed 2022 CEQB work plan.

Proposed action/recommendation

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

Other options considered:

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

Risks

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

Financial implications

- All work plan items have been considered in the 2022 proposed budget.
- Currently there is a lack of staff resources to undertake the development of a guideline on fitness to practice that also received interest from the officials groups and CEO Group. The CEQB is in support of doing the additional work as soon as additional resources are available.

Benefits

- The CEQB will provide services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada, and which are timely and serve the needs of the Regulators.
- 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.

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Consultation

- All received feedback and responses are available in Appendix 1.
  - On May 5, 2021, an email was sent to the Engineers Canada Board, the CEQB, the CEO Group, and the Admission, Practice and Discipline & Enforcement Officials Groups to consult on proposed work plan priorities. The officials groups discussed the package and provided their feedback in June.
  - Officials groups' feedback was considered and the CEQB Executive Committee responded to each comment. These responses were then circulated to the CEO Group for consultation on July 13, 2021. The CEO Group reviewed the proposed work plan and provided their feedback. The CEQB Executive Committee responded to the CEO Group's feedback and circulated a revised version of the work plan to the CEQB members.
  - The CEQB held a meeting on July 24, 2021 and agreed to recommend the revised 2022 work plan priorities for Board approval (Appendix 2).

Next steps

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

Appendices

- **Appendix 1:** Feedback received on the 2022 work plan from officials groups and CEO Group
- **Appendix 2:** Draft 2022 CEQB work plan

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Feedback Received and Responses from the CEQB on its 2022 Priorities

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
New Public guideline on fitness to practice	NAOG defers feedback on the issue to the National Practice Officials and/or the National Discipline and Enforcement Officials Groups.	The Practice officials noted that they are highly interested in the guideline on fitness to practice being completed as this is an area that they currently have limited guidance on. However, they did note that many regulators do not currently have provisions in place to actually act on concerns related to fitness to practice. Therefore, NPOG had concerns on this guideline being made public given it may give the impression to the public that regulators are able to act in ways they are not currently able to. Therefore, the Practice officials would like to ask that this guideline be made a priority for 2022 but only be made available for regulators at this time.	The Discipline and Enforcement officials noted that they are primarily interested in the guideline on fitness to practice and the new guideline on whistle blowing and asked that both proposed guidelines be made a priority for the QB's 2022 workplan.	We have capacity to take on one of two new guidelines in 2022. CEQB will prioritize this or the New public guideline on whistle blowing (duty to report) according to resources and CEOG interest.	While the majority of CEOs support work on a duty to report guideline, there was some interest in this because of substantial issues emerging in this area (e.g. life members, practicing vs non-practicing, substance abuse and investigation, etc.). Ultimately, given forthcoming legislative and regulatory developments in this area known to be coming, the CEOs decided that this work would be better timed for a future work plan.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
New Public guideline on whistle blowing	NAOG defers feedback on this issue to the National Practice Officials and/or the National Discipline and Enforcement Officials Groups.	The Practice officials would also like to see the proposed public guideline on whistle blowing being made a priority. The Practice officials agree that this is an important topic for the profession to be aware of and to showcase to the public that we take whistle blowing seriously. With that said, the Practice officials feel as though the term "whistle blowing" should be renamed to "duty to report" to ensure it is aligned with the terminology already being used by the regulators.	The Discipline and Enforcement officials noted that they are primarily interested in the guideline on fitness to practice and the new guideline on whistle blowing and asked that both proposed guidelines be made a priority for the QB's 2022 workplan.	We have capacity to take on one of two new guidelines in 2022. CEQB will prioritize this or the New guideline on fitness to practice according to resources and CEOG interest.	CEOs recommend prioritizing this work for 2022, and indicated several areas that would be valuable to explore: how to manage "informal" reporting, how to properly protect whistleblowers, and issues around reporting non-technical workplace issues. They also noted the high value of this guideline for helping promote public trust in the profession.	Based on consultation feedback and available resources, recommend adding this item to the 2022 work plan.

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
Research paper on Canadian engineers working internationally	We understand that the document was not final at the time of consultation on April 15th and that a third new proposed priority on a research paper on Canadian engineering working internationally has since been added. While the group did not discuss this priority as a group, the topic of Canadian engineers working internationally is not directly within the Admissions officials regulatory area and therefore, we would defer feedback on this issue to our cohorts in the National Practice Officials and/or the National Discipline and Enforcement Officials Groups.	Due to its correlation to the Practice officials work, the Practice officials are also interested in the research paper on Canadian engineering working internationally being conducted.	The Discipline and Enforcement officials are also interested in the research paper on Canadian engineers working internationally and the potential challenges they/their businesses may encounter to understand their legal, ethical and professional obligations and associated risks for work performed abroad. However, we would ask that the other two guidelines be prioritized first, and this research paper only be made a priority if there is sufficient capacity.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.	No comment was provided.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
2008 Step-by-step guide for the preparation and implementation of an individual continuing professional development plan	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2012 Public guideline on the practice of engineering in Canada	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2013 Public guideline on the professional practice examination	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2013 Public guideline on good character	NAOG would request that the 2013 Public guideline on good character be reviewed particularly as there may be some revisions needed given the increased dependency in 2020-2021 on virtual and remote engineering work, study and/or applications. For example, NAOG officials have noticed several instances of validator fraud being found in the Pan-Canadian competency-based assessment system whereby applicants have been found potentially creating fake emails and accounts to essentially 'self-validate' their work experience. Furthermore, there are other opportunities whereby individuals may be cheating and/or seeking aid in virtually administered examinations or other admissions related requirements and processes. Due to instances such as these, we believe this guideline may need some necessary updating for the current (and future) virtual landscape.	Of the guidelines that are proposed to be reviewed, the Practice officials are the most interested in this guideline being made a priority.	No comment was provided.	We have capacity to take on one of the three reviews. Asking for the CEOG's input as to which one.	CEOs support the review of this guideline in 2022 above the other two options, particularly given its potential to aid in issues around interprovincial transfers. Additionally, some provinces do not have a legislative basis on which to assess good character so this work would assist them.	Based on consultation feedback and available resources, recommend adding this item to the 2022 work plan.

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
2014 Public guideline: Conflict of interest	No comment was provided.	Of the guidelines that are proposed to be reviewed, the Practice officials are the most interested in this guideline being made a priority.	No comment was provided.	We have capacity to take on one of the three reviews. Asking for the CEOG's input as to which one.	Defer until 2023.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
2014 Regulators guideline: Principles for character investigations	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2016 Public guideline on assuming responsibility for the work of engineers-in-training	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2016 Public guideline on the code of ethics	No comment was provided.	Of the guidelines that are proposed to be reviewed, the Practice officials are the most interested in this guideline being made a priority.	No comment was provided.	We have capacity to take on one of the three reviews. Asking for the CEOG's input as to which one.	CEOs expressed some interest in this guideline, but ultimately felt that the review of the Public guideline on good character would provide more value for the reasons stated above and because of its greater potential to instil public confidence (i.e. it's a very tangible topic).	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
2016 Public guideline on sustainable development and environmental stewardship for professional engineers	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2016 Regulators guideline on returning to active practice	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2007 Building engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Deferred to 2023 due to resource constraints.	No comment was provided.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
2011 Complementary studies syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Will add to 2022 Work plan depending on CEOG support.	No comment was provided.	Based on officials feedback and available resources, recommend adding this item to the 2022 work plan.
2016 Chemical engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Will add to 2022 Work plan depending on CEOG support.	No comment was provided.	Based on officials feedback and available resources, recommend adding this item to the 2022 work plan.

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
2016 Electrical engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Will add to 2022 Work plan depending on CEOG support.	No comment was provided.	Based on officials feedback and available resources, recommend adding this item to the 2022 work plan.
2016 Mechatronics engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Will add to 2022 Work plan depending on CEOG support.	No comment was provided.	Based on officials feedback and available resources, recommend adding this item to the 2022 work plan.
2016 Naval Architectural engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Deferred to 2023 due to resource constraints.	No comment was provided.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
General Suggestion(s)	No comment was provided.	No comment was provided.	No comment was provided.	No comment was provided.	No comment was provided.	No comment was provided.

CEQB work plan 2022

As mandated by the purposes of Engineers Canada, the 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 2021 priorities that will be carried forward in 2022 and propose 2022 priorities based on received feedback from officials groups.

A. Carried forward from 2021 priorities

Item	Requested by	Date of request	Anticipated completion
Reviewing the 2016 Engineers Canada paper on software engineering	NDEOG	2020	April 2023
Creating a new public guideline for engineers and engineering firms on the topic of workplace gender equity	Engineers Canada Board	2019	December 2022
Creating a new public guideline for engineers and engineering firms on the topic of Indigenous consultation and engagement	Engineers Canada Board	2019	October 2023
Creating a feasibility study on Alternative Methods of Academic Assessment for Non-CEAB Applicants	Engineers Canada Board (expanded by NAOG)	2020	October 2023
Revising 2004 Agricultural/ biosystems/ bioresource/food engineering syllabus	NAOG	2019	April 2022

B. Additional 2022 priorities based on consultation results

Item	Requested by	Date of request	Anticipated completion
Creating a new public guideline on duty to report / wrongdoing	NDEOG & NPOG	2021	October 2024
Revising 2013 guideline on good character	NAOG & NPOG	2021	September 2022

C. Ongoing review of examinations syllabi and associated textbooks

Item	Anticipated completion
2016 Chemical Engineering	September 2022
2011 Complementary Studies	January 2023
2016 Electrical Engineering	September 2022
2016 Mechatronics Engineering	September 2022

BRIEFING NOTE: For information

Advocacy report: June 2020 - June 2021	5.7
Purpose:	To provide a summary of Engineer Canada's annual federal advocacy efforts from June 2020 – June 2021
Link to the Strategic Plan/Purposes:	Operational imperative 5: Advocating to the federal government
Link to the Corporate Risk Profile:	National collaboration (strategic risk) Reputation (operational risk)
Prepared by:	Joey Taylor, Manager, Public Affairs Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships
Presented by:	Gerard McDonald, Chief Executive Officer

Background

- Engineers Canada's approved sub-strategy relating to advocating to the federal government asked for the development of a comprehensive and detailed reporting mechanism to inform the Regulators of Engineers Canada's federal government advocacy activities and progress. As a result, an advocacy report containing a summary of advocacy activities from June 2020 - June 2021 was developed.

Status update

- The report is included for information.

Next steps

- Advocacy efforts will continue as planned.

Appendices

- **Appendix 1:** Advocacy report: June 2020 - June 2021

Operational Imperative 5: Advocating to the federal government

Advocacy Report: June 2020 – June 2021

Engineers Canada's Public Affairs and Government Relations team brings the voice of the engineering profession to the federal government. Our advocacy work is centered around issues affecting regulation and impacts on the engineering profession. For the 2020-2021 parliamentary session, our team focused its efforts on maintaining virtual relationships with key stakeholders, including the five engineers elected to the House of Commons. As the landscape shifted from Canada's COVID-19 pandemic response to economic recovery, the Public Affairs and Government Relations team was ready to ensure engineers were considered in policymaking. With substantial external factors and unique shifts facing the maintenance and development of external relationship building, the Public Affairs and Government Relations team proceeded apace. Here are some highlights.

Engaging and educating parliamentarians and senior federal officials

The Public Affairs and Government Relations team participated in 12 virtual meetings with parliamentarians and senior federal officials, to promote and discuss issues affecting engineering regulation and issues that impact the profession. We were also happy to see two engineers appointed to Cabinet:

- The Honourable Marc Garneau – Minister of Foreign Affairs
- The Honourable Omar Alghabra – Minister of Transport

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meetings with parliamentarians and officials

Meetings with parliamentarians:

- The Honourable Omar Alghabra, Minister of Transport
  - Topic: Update on Engineers Canada's current strategic priorities, licensing of federal government engineers, role of engineers in Canada's long-term economic recovery, current involvements, and opportunities for collaboration.
- The Honourable Filomena Tassi, Minister of Labour
  - Topic: Update on Engineers Canada's strategic priorities, 30 by 30, equity, diversity and inclusion initiatives, the role of engineers in Canada's long-term economic recovery, current involvements, and opportunities for collaboration.
- Pam Damoff, Parliamentary Secretary to the Minister of Indigenous Services
  - Topic: Update on Engineers Canada's strategic priorities, Indigenous people in engineering, role of engineers in Canada's long-term economic recovery, current involvements, and opportunities for collaboration.
- Andy Fillmore, Parliamentary Secretary to the Minister of Infrastructure and Communities

Engineers Canada's Gerard McDonald (bottom right), Jeanette Southwood (left), and Joey Taylor (inset, bottom right), meet with Omar Alghabra (top right).

Engineers Canada's Gerard McDonald (top left), Jeanette Southwood (bottom right), Cassandra Polyzou (bottom left), and Joey Taylor (middle right) meet with Pam Damoff (middle left).

    - Topic: Update on current Engineers Canada strategic priorities, current involvements, and opportunities for collaboration.
- Marilyn Gladu, Status of Women Committee Chair
    - Topic: Update on current Engineers Canada strategic priorities, equity, diversity and inclusion initiatives, licensing of federal government engineers, the role of engineers in Canada's long-term economic recovery, current involvements, and opportunities for collaboration.
- James Cumming, Opposition Critic for COVID-19 Economic Recovery
    - Topic: The role of engineers in Canada's long-term economic recovery, current involvements, and opportunities for collaboration.
- Stephanie Kusie, Opposition Critic for Transport
    - Topic: Update on current Engineers Canada's strategic priorities, the role of engineers in Canada's long-term economic recovery, current involvements, and opportunities for collaboration.

Engineers Canada's Jeanette Southwood (top left) and Emily Rowan (top right) meet with Andy

Engineers Canada's Gerard McDonald (middle right), Jeanette Southwood (top left), and Joey Taylor (middle left), meet with Marilyn Gladu (bottom).

Meetings with senior federal officials:

- Karina Rolland, Manager, Stakeholder Relations at the Office of the Leader of the Official Opposition
    - Topic: The role of engineers in Canada's long-term economic recovery, current involvements, and opportunities for collaboration.
- Jordan Matte, Policy Lead at the Office of the Leader of the Official Opposition
    - Topic: The role of engineers in Canada's long-term economic recovery, current involvements, and opportunities for collaboration.
- Kelly Bryant, Senior Policy Advisor at Employment and Social Development Canada
    - Topic: Update on Engineers Canada's strategic priorities, 30 by 30, equity, diversity and inclusion initiatives, current involvements, and opportunities for collaboration.
- Nicholas Kang, Director of Policy at Employment and Social Development Canada
    - Topic: Update on Engineers Canada's strategic priorities, 30 by 30, equity, diversity and inclusion initiatives, current involvements, and opportunities for collaboration.
- Riley Schnurr, Policy Advisor at Canada Heritage, Diversity, Inclusion and Youth
    - Topic: Update on Engineers Canada's strategic priorities, 30 by 30, equity, diversity and inclusion initiatives, current involvements, and opportunities for collaboration.
- Diana Mendes, Director of Policy at Women and Gender Equality Canada
    - Topic: Update on Engineers Canada's strategic priorities, 30 by 30, equity, diversity and inclusion initiatives, current involvements, and opportunities for collaboration.
- Harry Burton, Policy Advisor at Women and Gender Equality Canada
    - Topic: Update on Engineers Canada's strategic priorities, 30 by 30, equity, diversity and inclusion initiatives, current involvements, and opportunities for collaboration.

Federal written public consultations

In addition to this ongoing advocacy work, the public affairs and government relations team submitted 10 written submissions to federal public consultations on issues or concerns for the engineering regulators and the engineering profession. These included:

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submissions to federal public consultations

1. Engineers Canada's comments to Natural Resources Canada's discussion paper regarding Canada's Approach to Offshore Renewable Energy Regulations
2. Engineers Canada's Comments on Canada's National Infrastructure Assessment: "Building the Canada We Want in 2050"
3. Engineers Canada's Comments to the Treasury Board Secretariat of Canada on engineering positions in the public service.
4. Engineers Canada's Comments to Environment and Climate Change Canada regarding three offshore exploration drilling projects off the coast of Newfoundland and Labrador
5. Engineers Canada's Comments on a possible Canada-Indonesia Comprehensive Economic Partnership Agreement (CEPA)
6. Engineers Canada's Comments to Global Affairs Canada on the free trade agreement negotiations with the United Kingdom and its possible accession to the CPTPP
7. Engineers Canada's Submission to the House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities on the Review of the Employment Insurance Program.
8. Engineers Canada's Submission to the House of Commons Standing Committee on the Status of Women on the Impacts of the COVID-19 Pandemic on Women
9. Engineers Canada's Comments to Environment and Climate Change Canada on amendments to the wastewater Systems Effluent Regulations
10. Engineers Canada's Submission to the House of Commons Standing Committee on Finance in advance of the 2021 Budget.

Notably, this work led to several of Engineers Canada's recommendations being included in the Government of Canada's Budget 2021: A Recovery Plan for Jobs, Growth, and Resilience.

National Position Statements

The following National Position Statements were reviewed and approved by the regulators and the Board as per the Public Affairs Advisory Committee's 2020-2021 workplan:

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new or updated National Position Statements

New National Position Statements:

1. Professional Practice in Cyber Security
2. Professional Practice in Biotechnology

3. Building Canada's High-Speed Broadband Through a Sustainable Digital Infrastructure
4. The Role of Engineers in Canada's Long-term Economic Recovery

Updated National Position Statements:

1. Immigration and Foreign Qualifications Recognition
2. Qualifications to Provide Engineering Expertise to Panels and Boards Under Federal Jurisdiction
3. Research, Development, and Innovation

Engineers Canada's Public Affairs Advisory Committee is charged with developing National Position Statements on new and existing issues facing the engineering profession.

Engineers on Parliament Hill

As part of Engineers Canada's objective to promote the important role that engineers play in society, our organization published a series of interviews with engineers who hold roles within federal public offices. We invited the following engineers to discuss their engineering background, their decision to seek public office, and the ways in which their engineering background impacts their contribution to public policy:

- Sukh Dhaliwal
- Marilyn Gladu
- Steven Blaney
- Senator Rosa Galvez