

AGENDA

ANNUAL MEETING OF MEMBERS

May 27, 2023 | 9:30 am – 11:00 am (AT)

Hybrid delivery: Halifax Marriott Harbourfront, Halifax, NS | Zoom

Please refer to the [Bylaw](#)

| 1. | Call to order and introductions – K. Baig, 2022-2023 President, Engineers Canada | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------------------------------------|---|----------------------|---------------------|-------------|-------------------------------|----------------|------------------|------------------------|----------------|------------------|-------------------------------|--|------------------|-------------------------------|----------------|------------------|-------------------|----------------|------------------|--------------------------------|---------------|------------------|--------------------------------|---------------|------------------|------------------------------------|---------------|------------------|
| 2. | Approval of agenda – K. Baig <i>THAT the agenda be approved and the chair be authorized to modify the order of discussion.</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. | Approval of minutes – K. Baig (page 2 to 5) <i>THAT the minutes of the Annual Meeting of Members held May 28, 2022 be approved.</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4. | 2022 Reports – G. McDonald and A. Arenja (pages 6 to 62) 4.1 Engineers Canada Annual Report 4.2 Annual Strategic Performance Report 4.3 Audited financial statements | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5. | Appointment of auditors – A. Arenja (pages 63 to 64) <i>THAT Raymond Chabot Grant Thornton be appointed as the public accountant to audit the accounts of Engineers Canada for the 2023 fiscal year.</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6. | 2025 Per Capita Assessment Fee – A. Arenja (pages 65 to 66) <i>THAT the 2025 Per Capita Assessment Fee be set at \$8 per Registrant.</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7. | Bylaw amendment – D. Pothier (page 67 to 76) <i>(a) THAT the term and definition of “2/3-60% Majority” in Section 1.1 of the Engineers Canada Bylaw be deleted and replaced with the following:</i> <i>“3/4 Majority” means a resolution passed by a minimum of three-quarters of the Members voting.”</i> <i>(b) AND THAT the references to “2/3-60% Majority” in Articles 2.1(m) and 3.4(2) of the Engineers Canada Bylaw be replaced with the term “3/4 Majority”.</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8. | Election of Directors – K. Baig (pages 77 to 78) <i>THAT the following Directors be elected for the terms indicated below:</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <table border="1"> <thead> <tr> <th>Director name</th> <th>Jurisdiction</th> <th>Term</th> </tr> </thead> <tbody> <tr> <td><i>Tim Joseph (incumbent)</i></td> <td><i>Alberta</i></td> <td><i>2023-2026</i></td> </tr> <tr> <td><i>Heather Kennedy</i></td> <td><i>Alberta</i></td> <td><i>2023-2026</i></td> </tr> <tr> <td><i>Sudhir Jha (incumbent)</i></td> <td><i>Northwest Territories and Nunavut</i></td> <td><i>2023-2026</i></td> </tr> <tr> <td><i>Nancy Hill (incumbent)</i></td> <td><i>Ontario</i></td> <td><i>2023-2025</i></td> </tr> <tr> <td><i>Tim Kirkby</i></td> <td><i>Ontario</i></td> <td><i>2023-2026</i></td> </tr> <tr> <td><i>Sophie Larivière-Mantha</i></td> <td><i>Quebec</i></td> <td><i>2023-2026</i></td> </tr> <tr> <td><i>Menelika Bekolo Mekomba</i></td> <td><i>Quebec</i></td> <td><i>2023-2026</i></td> </tr> <tr> <td><i>Nicolas Turgeon (incumbent)</i></td> <td><i>Quebec</i></td> <td><i>2023-2026</i></td> </tr> </tbody> </table> | Director name | Jurisdiction | Term | <i>Tim Joseph (incumbent)</i> | <i>Alberta</i> | <i>2023-2026</i> | <i>Heather Kennedy</i> | <i>Alberta</i> | <i>2023-2026</i> | <i>Sudhir Jha (incumbent)</i> | <i>Northwest Territories and Nunavut</i> | <i>2023-2026</i> | <i>Nancy Hill (incumbent)</i> | <i>Ontario</i> | <i>2023-2025</i> | <i>Tim Kirkby</i> | <i>Ontario</i> | <i>2023-2026</i> | <i>Sophie Larivière-Mantha</i> | <i>Quebec</i> | <i>2023-2026</i> | <i>Menelika Bekolo Mekomba</i> | <i>Quebec</i> | <i>2023-2026</i> | <i>Nicolas Turgeon (incumbent)</i> | <i>Quebec</i> | <i>2023-2026</i> |
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| 9. | Next Annual Meeting of Members <ul style="list-style-type: none"> • May 25, 2024 (Winnipeg, MB) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10. | Closing | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Draft Minutes of the 187th Annual Meeting of Members (AMM)

May 28, 2022 9:30am-11:00am ET

Hybrid delivery

In-person: Sheraton Hotel, Toronto, ON

Virtual: Zoom

| The following Members were in attendance | |
|--|--|
| APEGA – L. Doig, President APEGNB – M. Paul-Elias, President APEGs – J. Desjarlais, President Engineers & Geoscientists BC – M. Adams, Proxy holder Engineers Geoscientists MB – A. Silk, President Engineers Nova Scotia – D. McLean, President | Engineers PEI – C. McQuillan, President Engineers Yukon – K. Hogan, President NAPEG – S. Jha, Proxy holder OIQ – K. Baig, President PEGNL – W. O’Keefe, President PEO – N. Colucci, President |
| The following 2021-2022 Directors were in attendance | |
| D. Chui, 2021-2022 President (Chair), PEO K. Baig, 2021-2022 President-Elect, OIQ J. Boudreau, 2021-2022 Past President, APEGNB A. Anderson, Engineers Yukon A. Arenja, PEO N. Avila, APEGA E. Barber, APEGs A. Baril, OIQ M. Belletête, OIQ G. Connolly, Engineers PEI A. English, Engineers & Geoscientists BC | N. Hill, PEO S. Jha, NAPEG T. Joseph, APEGA D. Nedohin-Macek, Engineers Geoscientists MB K. Reid, PEO D. Spracklin-Reid, PEGNL M. Sterling, PEO N. Turgeon, OIQ M. Wrinch, Engineers & Geoscientists BC C. Zinck, Engineers Nova Scotia |
| The following Director-nominees were in attendance | |
| C. Bellini, Past President, PEO C. Cumming, Engineers Nova Scotia | M. Rose, Engineers, APEGNB J. Van der Put, APEGA |
| The following observers were in attendance | |
| K. Ansdell, Geoscientists Canada J. Bradshaw, CEO & Registrar, PEGNL L. Daborn, CEO, APEGNB F. George, Chair, CEQB S. Grant, TD Insurance D. Jayas, former Engineers Canada President K. King, Executive Director, Engineers Yukon P. Klink, Vice-Chair, CEAB G. Koropatnick, CEO, Engineers Geoscientists MB | J. Landrigan, Executive Director & Registrar, PEI M. A. Hodges, Vice-Chair, CEQB P. Mann, CEO Engineers Nova Scotia V. McCormick, Executive Director & Registrar, NAPEG S. Holmes, Executive Director, APEGs M. Milligan, ABET J. Nagendran, Registrar & CEO, APEGA H. Yang, CEO & Registrar, Engineers & Geoscientists BC J. Zuccon, Registrar, PEO |
| The following staff were in attendance | |
| R. Gauthier, Executive Assistant B. Gibson, Manager, Communications C. Mash, Governance Administrator G. McDonald, CEO R. Melsom, Manager, CEQB D. Menard, Director of Finance A. Murphy-Dow, Governance Coordinator | M. Ouellette, Manager, Strategic and Operational Planning S. Price, Executive Vice President, Regulatory Affairs J. Sendrowicz, Planning, Event, and Change Practitioner E. Spence, General Counsel and Corporate Secretary H. Theelen, Director, Strategic Planning & Organizational Excellence M. Warken, Manager, CEAB |

1. Call to order and introductions

D. Chui called the Annual Meeting of Members (AMM) to order at 9:32am (ET). Participants were welcomed and the land was acknowledged. Members, Board Directors, and staff-officers were introduced.

2. Approval of agenda

The agenda was pre-circulated.

Members' motion 2022-05-1D

Moved and seconded

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

Carried

3. Approval of minutes

The minutes were pre-circulated. No discussion or questions were brought forward.

Members' motion 2022-05-2D

Moved and seconded

THAT the minutes of the annual meeting of members held May 29, 2021 be approved.

Carried

4. 2021 Reports

G. McDonald introduced the annual reports, which had been pre-circulated with the agenda book.

4.1. Engineers Canada Annual Report

No discussion was had.

4.2. Annual Strategic Performance Report

No discussion was had.

4.3 Audited financial statements

N. Hill, Chair of the Finance, Audit, and Risk (FAR) Committee presented the pre-circulated documents.

No discussion was had.

5. Appointment of auditors

N. Hill introduced the appointment of auditors' agenda item. It was clarified that the next request for proposals (RFP) for this work will be issued in 2023, and the intent is to select an auditor for another 5-year engagement.

Members' motion 2022-05-3D

Moved and seconded

THAT KPMG LLP be appointed as the public accountant to audit the accounts of Engineers Canada for the 2022 fiscal year.

Carried

6. 2024 Per Capita Assessment Fee

N. Hill presented the Per Capita Assessment Fee (PCAF) recommendation. The following discussion was captured:

- Engineers Nova Scotia noted concern about the increasing reliance on affinity revenues within Engineers Canada. Since the recommendation to reduce the PCAF is in the best interest of the members of their

association, however, they noted that they were in support of the motion to reduce the PCAF to \$8 per Registrant.

- It was clarified that the PCAF recommendation is made using projected revenues and expenses up to 2024 to ensure the proposed change is sustainable. These conservative projections do not consider the revenue received should PEO continue to not participate in the affinity program. Additionally, it was confirmed that categories within the restricted reserve are dedicated to risk management.
- Engineers Geoscientists Manitoba raised similar concerns to those from Engineers Nova Scotia, with reliance on affinity revenues, specifically noting that each Registrant receiving \$46 of services when they only pay \$8 is not a sustainable model.

Members' motion 2022-05-4D

Moved and seconded

THAT the 2024 Per Capita Assessment Fee be set at \$8 per Registrant.

Carried

7. Bylaw amendment

M. Wrinch presented the minor amendment made to clarify the definition of Registrant. No questions were received.

Members' motion 2022-05-5D

Moved and seconded

THAT Article 1.1 of the Engineers Canada Bylaw be amended as follows:

“Registrant” means an individual registered with a Member at December 31, with the exception of applicants, and students, and those registered solely as a geoscientist or geoscientist in training.

Carried

8. Engineers Canada Board size

D. McLean presented the discussion on Board size and requested a recorded vote on the matter. The following discussion was captured:

- G. McDonald confirmed that committee and task force work would be sustained with the proposed reduction to sixteen (16) Board members, but it would likely necessitate that the number of task force and committee members be reduced in turn. He also clarified that the report's reduction plan is designed to reduce the Board size by attrition, and with the known departures on the slate, it is possible to achieve the proposed reduction by 2025, with every Director completing their term.
- Engineers Nova Scotia noted that, while it was aware that some Members would be in opposition to this motion, the main reason for bringing it forward was to bring closure and ensure the issue is dealt with thoroughly.
- OIQ noted their agreement that a smaller Board can be more effective, and further stated that their concern with this decision relates to other governance issues that require improvement. Specifically, when the Governance Committee originally led the Board size discussion, it was felt by some of the committee members that the decision to reduce was determined before the discussion took place. Following these deliberations, OIQ believes that the original proposal was not presented properly, and they would like to see the Directors and Members work towards achieving unanimous agreement on this topic in the future.

Members' motion 2022-05-6D

Moved and seconded

THAT the Engineers Canada Board of Directors be reduced in size to 16 members, in the manner proposed in the Governance Committee’s May 2020 Report on Board Size, with the reduction taking effect by May 2025.

Failed, with the following votes recorded:

| | |
|---|-----------|
| APEGA – L. Doig, President | In favour |
| APEGNB – M. Paul-Elias, President | In favour |
| APEGS – J. Desjarlais, President | In favour |
| Engineers & Geoscientists BC – M. Adams, Proxy holder | In favour |
| Engineers Geoscientists MB – A. Silk, President | In favour |
| Engineers Nova Scotia – D. McLean, President | In favour |
| Engineers PEI – C. McQuillan, President | In favour |
| Engineers Yukon – K. Hogan, President | In favour |
| NAPEG – S. Jha, Proxy holder | In favour |
| OIQ – K. Baig, President | Opposed |
| PEGNL – W. O’Keefe, President | In favour |
| PEO – N. Colucci, President | Opposed |

9. Election of Directors

D. Chui presented the slate of candidates, as circulated in the agenda. No questions were received.

Members’ motion 2022-05-7D

Moved and seconded

THAT the following Directors be approved for the terms indicated below:

| <i>Director name</i> | <i>Jurisdiction</i> | <i>Term</i> |
|---------------------------------|--------------------------------|-------------------------|
| <i>John Van der Put</i> | <i>Alberta</i> | <i>2022-2025</i> |
| <i>Michael Wrinch</i> | <i>British Columbia</i> | <i>2022-2025</i> |
| <i>Marlo Rose</i> | <i>New Brunswick</i> | <i>2022-2025</i> |
| <i>Crysta Cumming</i> | <i>Nova Scotia</i> | <i>2022-2025</i> |
| <i>Christian Bellini</i> | <i>Ontario</i> | <i>2022-2025</i> |
| <i>Kathy Baig</i> | <i>Quebec</i> | <i>2022-2024</i> |

Carried

10. Next Annual Meeting of Members

The next AMM is scheduled for May 27, 2023, in Halifax, NS.

11. Closing

With no further matters to come before the meeting, it was concluded at 10:43am ET.

BRIEFING NOTE: For information

| | | |
|---|---|-------------|
| Engineers Canada Annual Report and Annual Strategic Performance Report | | 4.1 and 4.2 |
| Purpose: | To receive Engineers Canada’s Annual Report and the 2022 Strategic Performance Report | |
| Prepared by: | Joan Bard Miller, Manager, Governance and Board Services | |
| Presented by: | Gerard McDonald, Chief Executive Officer | |

Background

- It is typical for corporations to share with their members, at their annual meetings, copies of their annual reports, for information.

Status Update

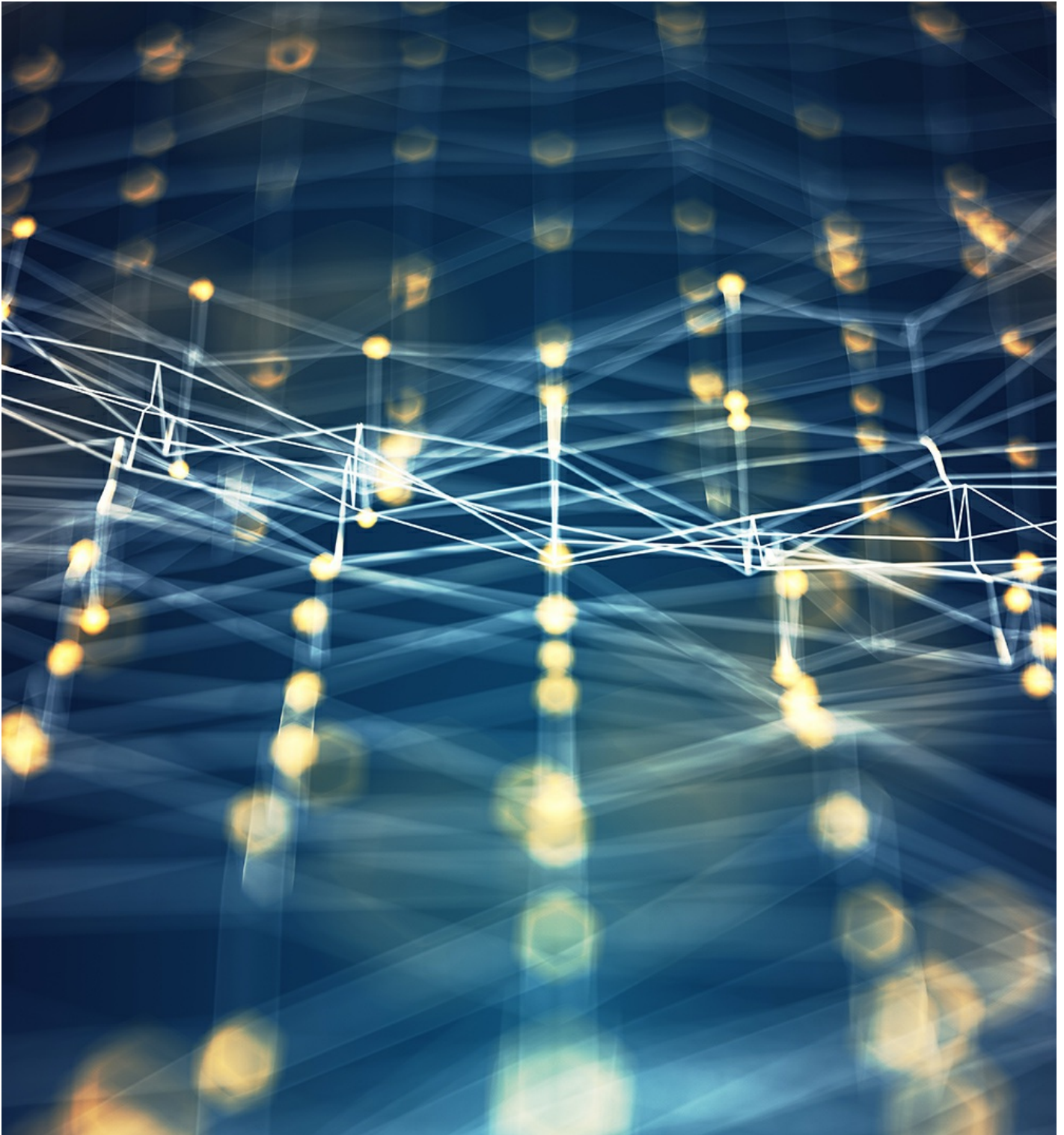
- The Engineers Canada Annual Report (the “Annual Report”) is a report created for public audiences that shares achievements on operational and strategic work performed in 2022.
- The Annual Strategic Performance Report highlights how the Engineers Canada Board and its Direct Reports progressed towards achieving the outcomes and objectives set out in the 2022-2024 Strategic Plan. At its February 2023 meeting, the Engineers Canada Board approved the 2022 Annual Strategic Performance Report, for circulation to the Members for information at the 2023 AMM.

Next steps

- The Annual Report will be shared with Engineers Canada’s audiences through Engineering Matters and through promotion on social media.

Appendices

- **Appendix 1:** The Annual Report
- **Appendix 2:** Annual Strategic Performance Report



2022 Annual Report



President's message



Closing out the first year of our 2022-2024 Strategic Plan, I feel a sense of great accomplishment when I reflect on Engineers Canada's work. In 2022, we placed a critical strategic focus on the things that matter most: equity, diversity, and inclusion; the future of engineering; engineering accreditation; reinforcing trust and the value of licensure; and national collaboration. I could not be prouder of the pursuits Engineers Canada staff and our community of volunteers have brought to life.

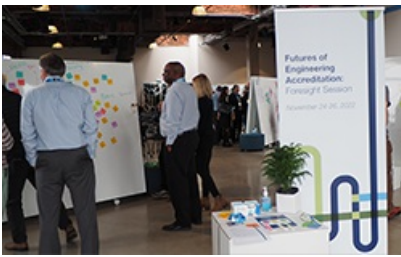
We continue to prioritize building a more diverse, equitable, and inclusive engineering profession, particularly by increasing knowledge. In collaboration with Geoscientists Canada and Engineers and Geoscientists British Columbia, we developed EDI for Engineers and Geoscientists, an online, self-paced foundational knowledge course to develop competencies in inclusive behaviour and cultural and emotional intelligence. In addition, among the research and reports published by Engineers Canada this year were Indigenous Inclusion in Engineering, Report on Truth and Reconciliation in Engineering Education, and, in collaboration with our Indigenous Advisory Committee, an update to our guide on making land acknowledgements. And, through our regulators, Engineers Canada is also offering the 4 Seasons of Reconciliation training to engineers, which seeks to further advance reconciliation, and ensure foundational knowledge of Indigenous peoples, histories, and communities remains accessible.

As the world around us rapidly changes, the expectations of engineers are continually growing. From technological advancements to the inception of new educational practices, engineering is transforming. Cognizant of these emerging changes, we dedicated a strategic priority to examine the current accreditation system with expertise from the engineering community. In addition to the many achievements you will read about under this strategic priority within this report, Engineers Canada held a stakeholder event for this project, with over 70 individuals from the engineering community. Attendees explored emerging shifts and looked holistically at the engineering profession, bringing insightful data and findings to the project research.

With new innovations top of mind, the need for national collaboration and alignment is heightened. In a letter signed by all engineering regulators in Canada, Engineers Canada voiced their alignment on the misuse of "software engineer" and related titles in Canada. The letter, also highlighted by mainstream media, was an opportunity to educate and inform about existing regulations and the risks to public safety.

In 2022, we also laid the groundwork for a national marketing campaign that aims to showcase the diversity of the profession, the breadth of engineering in both traditional and new disciplines, and the value of engineering licensure to the public, engineering graduates, EITs, and employers. This work is done in collaboration with regulators and in partnership with a marketing agency. Preparation for the launch of the first phase of the marketing campaign is underway and will unfold across Canada in 2023.

It has been a remarkable year, one that has better positioned Engineers Canada to continue advancing engineering across the nation. It has been an honour and a great responsibility to have served in a time such as this. I look forward to how the seeds planted today will make an impact in the current and future state of the engineering profession.



Strategic priority 1.1: Investigate and validate the purpose and scope of accreditation



Strategic priority 1.2: Strengthen collaboration and harmonization



Strategic priority 1.3: Support regulation of emerging area



Strategic priority 2.1: Accelerate 30 by 30



Strategic priority 2.2: Reinforce trust and the value of licensure



Strategic priority 3.1: Uphold our commitment to excellence



Core purpose 1: Accreditation



Core purpose 2: Regulator relationships



Core purpose 3: Services and tools



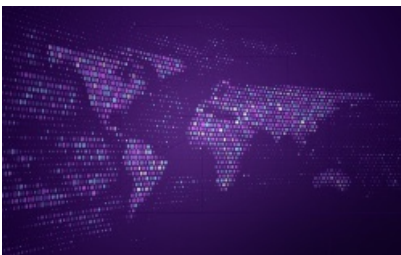
Core purpose 4: National programs



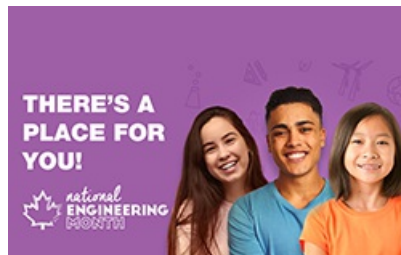
Core purpose 5: Advocating to the federal government



Core purpose 6: Researching, monitoring and advising



Core purpose 7: International mobility



Core Purpose 8: Promotion and outreach



Core Purpose 9: Diversity and inclusion



Core purpose 10: Protecting official marks



Financial statements

Strategic priority 1.1: Investigate and validate the purpose and scope of accreditation

Engineers Canada is undertaking a fundamental review of the accreditation system. In support of this strategic priority, we are investigating best practices in engineering education, working with regulators and stakeholders to understand if there is a desire to adopt a new, national academic requirement for licensure and if appropriate, update the purpose of accreditation. More information on this strategic priority is available on engineeringfutures.ca.



In the first part of the project, volunteer committees were created to guide the development of each phase. In 2021, a benchmarking exercise was completed between our accreditation system and both other international engineering accreditation systems, and the accreditation systems of other regulated professions in Canada. A workshop was held in January with regulators and educators to discuss current and emerging practices in engineering education within Canada, with a research report on the same topic published later that quarter. The benchmarking and emerging practices reports are available at <https://engineeringfutures.ca/reports-materials>.

A strategic foresight event was held November 24-25, 2022. This event included regulators, the Canadian Engineering Accreditation Board (CEAB) and the Canadian Engineering Qualifications Board (CEQB) members, deans, professors, students, engineers-in-training, engineers, and people who work with engineers. Together, this diverse group looked at the engineering profession holistically, anticipated emerging shifts, and began identifying implications for the accreditation system and the academic requirement for engineering licensure. The group did this by considering what the engineer of the future would need to do and what competencies they would need to have. A complete event journal is available at <https://engineeringfutures.ca/reports-materials>.

In 2023, Engineers Canada will convene approximately 90 participants to partake in table-top simulations to design, test, and evaluate concepts for an academic requirement for licensure and a purpose of accreditation. We will also conduct in-person consultations with regulators, Engineering Deans Canada, and other stakeholders on the purpose of accreditation and the academic requirement for licensure. By 2024, we expect to present a path forward document to the Engineers Canada Board that recommends next steps for the Canadian engineering accreditation system and associated licensure processes.

Strategic priority 1.2: Strengthen collaboration and harmonization

We have made defining collaboration and the harmonization of requirements, practices, and processes across provincial and territorial jurisdictions a strategic priority. To achieve this objective, we are working with engineering regulators to understand barriers and success factors leading to harmonization, and to understand their needs and constraints as it relates to both collaboration and regulatory harmonization. Should the regulators reach consensus, we will facilitate the adoption of a national agreement that will establish the principles and areas where pan-Canadian harmonization will be sought.



This year, regulators have been consulted on lessons learned from past initiatives. We mapped legislative authorities and shared with the relevant national officials groups to identify potential areas of collaboration and harmonization. We also developed a position paper on regulatory collaboration and harmonization and worked with consultants on a Pan-Canadian consultation plan to ensure that we heard the perspectives of engineering regulators on these topics.

In 2023, we will hold consultations with each regulator to further understand their perspectives, followed by a national workshop with all regulators to provide them with the opportunity to set a shared vision for collaboration and harmonization. If this vision is supported by all regulators, we will develop a statement of collaboration. In the final stages of the project, we will ask all regulators to sign this statement, and will then turn to the CEO Group to select a first area for harmonization.

Strategic priority 1.3: Support regulation of emerging areas

While the regulation of engineering is under provincial and territorial jurisdiction, we support their efforts by providing information to regulators on the long-term impacts of engineering practice in emerging areas and a framework for the evaluation of professional and ethical obligations. Our work enables regulators to educate license holders in specific emerging areas of practice and continue to regulate effectively.

We are developing a research paper on energy engineering and are promoting the role of engineers in emerging areas through existing National Position Statements.

Next year, we will publish our first research paper and begin work on a second one in an area of practice selected by regulators. We will also develop a National Position Statement on the role of engineers in emerging areas of engineering practice.



Strategic priority 2.1: Accelerate 30 by 30

In support of the national goal of reaching 30 per cent of newly licensed engineers self-identifying as female by 2030, Engineers Canada is increasing the national momentum by reiterating its commitment and augmenting its work in this new strategic plan. This year, we held a virtual national conference to foster national discussions on equity, diversity, and inclusion (EDI) in the engineering profession. We also established partnerships with regulators to build EDI capacity nation-wide. We continue to publish our monthly 30 by 30 newsletter, and expanded access from our champions network to the public at large. We completed the regulator-focused Employer Engagement Strategy, and, in collaboration with Geoscientists Canada, updated Managing Transitions: Before, During and After Leave.”



In collaboration with Geoscientists Canada and Engineers and Geoscientists British Columbia, we also developed “EDI for Engineers and Geoscientists”, a self-paced foundational knowledge course to develop competencies in inclusive behaviour and cultural and emotional intelligence.

Next year, we will be holding our 30 by 30 Conference with online sessions and our first in-person Summit on Employer Leadership on May 24, 2023. We will also continue distributing information across the country and maintain our partnerships with regulators and employers. Finally, we will develop an employer strategy.

Strategic priority 2.2: Reinforce trust and the value of licensure

We want to raise the profile of engineering at the national level and familiarize the public, government, and future engineers of the importance of licensure and our regulatory framework. While the public is familiar with, and trusts, the engineering profession, there is an opportunity to promote, through a national marketing campaign, the impact of engineering on the welfare of society, the economy, and the environment.

This year, we formed an advisory group comprised of regulator staff to provide expert advice on the development of a project strategy and deliverables and share knowledge and research to enhance the quality of deliverables and improve the outcomes of this project.

We conducted research to identify gaps and how to fill them. We also unveiled ways to reach out to engineers-in-training (EIT) and engineering graduates to encourage them to become license holders. Finally, we developed key messages on the value of licensure and established the objectives, strategy, audience targeting, and media plan for our future national marketing campaign.

In the spring of 2023, we will launch our marketing campaign across the country. We will also start our outreach strategy toward EITs and engineering graduates.



Strategic priority 3.1: Uphold our commitment to excellence

This priority seeks to sustain our collective efforts aimed at self-improvement for the benefit of our staff, volunteers, regulators, and clients. In 2021, Engineers Canada received Excellence Canada's Gold Certification. Processes and procedures are being developed and implemented to sustain our excellence culture. We have also been identifying and implementing continuous improvements for innovation, clients, and volunteer management.

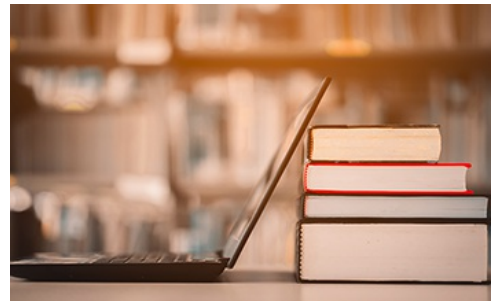
In 2024, we expect to submit our application to receive the Excellence Canada Platinum Certification.



Core purpose 1: Accreditation

Engineers Canada accredits Canadian undergraduate engineering programs on behalf of regulators. There are 300 accredited engineering programs at 44 higher education institutions across Canada. Graduates who receive a degree in program accredited by the Canadian Engineering Accreditation Board meet the academic requirements needed to become licensed with Canada's engineering regulators. Since 2010, approximately 750 people have been on an accreditation visit as a Visiting Team Chair, Vice-Chair, Program Visitor, or General Visitor.

In 2022, accreditation decisions continued despite the pandemic. Seven virtual and 17 in-person accreditation visits were conducted, a record for the organization.



Building on previous years' work, Engineers Canada upheld its commitments to long-term improvements to the system and processes that support accreditation. Work continued implementing Tandem, a new data management system that will improve the operational processes and reduce the documentation burden for Engineers Canada and higher education institutions (HEIs). Implementation of Tandem is expected to be completed in 2023 to support the 2024/2025 visit cycle.

Ongoing improvements to accreditation policies and procedures are continuing and the second Accountability in Accreditation 2022 Report was published.

A consultation was held on possible interventions that can be made in the accreditation system to support the 30 by 30 strategic priority, and this work will wrap up in 2023.

In the final months of the year, a policy to remove accreditation barriers to students going on international exchange was jointly developed with Engineering Deans Canada's Deans' Liaison Committee.

Core purpose 2: Regulator relationships

Engineers Canada supports regulators by fostering the sharing of information and collaboration among jurisdictions. In addition, meetings are held between staff working in similar areas to foster consistent practice. Admissions officials, practice officials, discipline and enforcement officials, and the chief executive officers supported the work related to the implementation of the projects on Competency-Based Assessment, the International Institutions and Degrees Database, and the National Membership Database. Engineers Canada also supports information sharing by convening the groups for officials representing finance, IT, and communications to allow them to share challenges and solutions with one another.



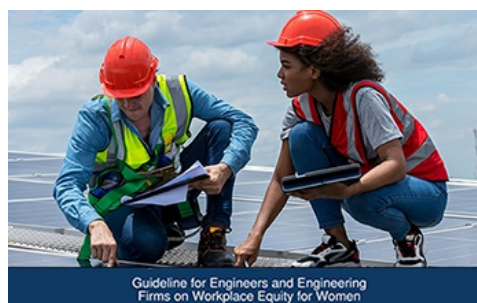
In August, Engineers Canada and the engineering regulators released a co-signed statement reiterating the importance of preserving the use of the “engineer” for engineering license holders only. Requiring that only competent individuals call themselves engineers ensures that the public is clear on who can practise engineering and trusts that, should an engineering failure occur, license holders will be held responsible by their engineering regulator.

Core purpose 3: Services and tools

Canadian Engineering Qualifications Board

Through the Canadian Engineering Qualifications Board (CEQB), Engineers Canada develops and maintains papers, guidelines, and syllabi that serve the needs of regulators and practicing engineering license holders. In 2022, the CEQB updated and created the following documents:

- » New Public Guideline for Engineers and Engineering Firms on Workplace Equity for Women
- » Review of the Materials engineering syllabus
- » Review of the Aerospace/Aeronautical engineering syllabus
- » Review of the Agricultural/biosystems/bioresource/food engineering syllabus



In 2023, new documents include a new public guideline for engineers and engineering firms on the topic of Indigenous consultation and engagement and a new feasibility study on alternative methods of academic assessment for non-CEAB applicants for licensure. The CEQB will also continue work on a new regulator guideline on duty to report and a guideline on fitness to practice, both of which were started in 2022.

National Membership Database

A New National Membership Database (NBDB used by regulator staff to facilitate mobility of registrants across Canada, was implemented in 2022. The new tool provides enhanced functionality for regulators and Engineers Canada staff along with improved system security and stability.

Competency-Based Assessment tool

In 2022, the translation of all major modules in the Competency-Based Assessment (CBA) tool was completed. While some help videos are still to be translated, the tool is now available in both official languages for all regulators.

Core purpose 4: National programs

Engineers Canada offers a number of insurance products and services for engineering and geoscience license holders, (either active or retired), their practice, family, and businesses.

In 2022, a new 5-year Retention Agreement was launched for the Term Life program.

A rate capping initiative was implemented for the home insurance program, benefitting 40,000 clients. We also decided to maintain our three-year retention initiative, which will have a positive impact on 5,500 policy holders.



The total number of TD Insurance Auto Centres, which provide a one-stop solution for clients to get claims advice, have their car repaired, and rent a car, has increased to 25 across Canada.

We implemented a revised agreement for a one-year term, with automatic one-year renewal term for our pet insurance program.

As COVID-19 restrictions were eased, the return of in-person meetings has led to an increase in usage of the Air Canada Business Travel and Air Canada Meetings and Events programs.

A new broker—Actuarial Analytics—was selected for our National Employee Group Benefit Program (NEGBP).

We launched the fourth iteration of the social media campaign to promote our Secondary Professional Liability Insurance program (SPLIP).

In 2022, building on the success of the 2021 #EngineeringLife campaign, Engineers Canada collaborated with TD Insurance to reach audiences in our newsletter, Engineers Matters, and on the Engineers Canada website. The series garnered over four million impressions on social media, while the related promotion of the TD Insurance home and auto programs received more than three million impressions as a result of the campaign.

In 2023, in collaboration with Manulife, we will launch a marketing strategy to mark the 75th anniversary of the Term Life program. We will also implement a premium credit initiative for those already enrolled in the Engineers Canada sponsored Term Life program. We are also planning a review of the benefits program of our National Employee Group Benefit Program (NEGBP).

Core purpose 5: Advocating to the federal government

Engineers Canada offers evidence-based perspectives on public policy issues impacting engineering regulators and the profession, advocating for the profession, and influencing government decisions. It actively engages in public affairs and government relations, securing engineering input in policy-making and incorporating engineering expertise into policy development and review.

Engineers Canada seeks to influence national decision-making through the creation and dissemination of National Position Statements, issue statements, government submissions, and engagement opportunities.



National Position Statements

Engineers Canada utilizes National Position Statements to articulate the engineering profession's public policy priorities to the government.

In 2022, Engineers Canada developed and revised the following documents:

- » New National Position Statements on:
 - » Unleashing Canada's Potential: How Engineers Are Essential to Increasing Canada's Productivity
 - » The Role of Engineers in Building a Safe and Resilient Canada
- » Revised National Position Statement on:
 - » Qualifications-Based Selection
 - » Procurement of Goods and Services

In 2023, Engineers Canada will develop new National Position Statements on topics such as Ventilation Systems and Building Management in Reducing Airborne Contaminants, Federal Regulations of Small Fishing Vessel Design, The Role of Engineers in Getting Canada to Net-Zero Emissions, and Professional Practice in Biomedical Engineering. Engineers Canada will also revise its existing positions on The Role of Engineers in Canada's Long-term Economic Recovery and Climate Change and Extreme Weather Events.

Issue Statements

Issue Statements are designed to promptly respond to government actions or emerging concerns that impact the engineering regulators and profession. In 2022, Engineers Canada issued a new Issue Statement addressing Federal Regulations of Fishing Vessel Design.

Government submissions

In 2022, Engineers Canada actively advocated for the engineering profession by presenting written briefs and engaging with the federal government on important issues. These efforts resulted in several opportunities for Engineers Canada to provide insights and recommendations on topics related to the regulation of the engineering profession. They included:

- » Engineers Canada's comments to Environment and Climate Change Canada regarding the implementation plan for Canada's National Adaptation Strategy
- » Engineers Canada's submission to the House of Commons Standing Committee on Finance in Advance of the 2023 Budget
- » Engineers Canada's comments to Environment and Climate Change Canada regarding Canada's National Adaptation Strategy Discussion paper
- » Engineers Canada comments to the Treasury Board Secretariat of Canada regarding the Breaking down inter-jurisdictional regulatory barriers initiative
- » Engineers Canada's testimony to the Standing Senate Committee on Transport and Communications
- » Engineers Canada's comments to the American Society for Testing Materials International regarding the proposed change to the definition of "engineer" in ASTM F2783.
- » Engineers Canada comments to Ministers Blair and Guilbeault regarding the Council of Canadian Academies' "Building a Resilient Canada" report
- » Engineers Canada's comments to Fisheries and Oceans Canada and Transport Canada regarding federal regulations of small fishing vessel design
- » Engineers Canada's comments to Environment and Climate Change Canada on the Climate Science 2050 National Climate Change Science Plan
- » Engineers Canada comments to the Standing Committee on Finance regarding Pre-Budget Consultations in Advance of the 2022 Budget
- » Engineers Canada's comment on the proposed amendments to the CER Onshore Pipeline Regulations

Engineers Canada's government submissions are available on our website.

Engagement opportunities

Engineers Canada also regularly held meetings with elected officials and government officials to provide expertise and address topics related to the engineering regulators and profession. We have also provided testimony to the Standing Senate Committee on Transport and Communications regarding their study of the impacts of climate change on critical infrastructure in the transportation and communications sectors and the consequential impacts on their interdependencies.

Core purpose 6: Researching, monitoring and advising

Engineers Canada monitors the international and national environment and shares this strategic information with engineering regulators so that they can adapt to upcoming trends and mitigate risks.

Building on a survey conducted in 2021, workshops were held with diverse stakeholders to discuss and analyze the future of the engineering profession. As a result of multiple workshops with this group, an Envisioning Report was drafted and shared with regulators. It collected perspectives on changes that will likely impact the engineering profession in the next decade.

In 2023, new documents include a regulatory research paper on multidisciplinary engineering.



Core purpose 7: International mobility

Engineers Canada conducts international activities on behalf of provincial and territorial regulators. International agreements, databases, and information are used and shared to facilitate the mobility of individuals to Canada and for Canadian engineers abroad. We also disseminate information to regulators on international trends, helping them adapt to an ever-changing context. Finally, we help individuals trained abroad to understand the engineering regulatory context in Canada through the EngineerHere.ca website.

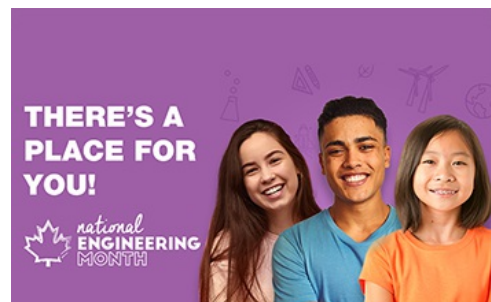
The highlight of this year was that Engineers Canada was once again renewed as a Washington Accord signatory for the maximum six-year term. The Washington Accord includes 23 jurisdictions that recognize the substantial equivalence of each other's undergraduate engineering accreditation systems. Our continued participation facilitates the licensure of graduates from these jurisdictions and gives us the ability to influence international benchmarks regarding undergraduate engineering accreditation. We also continue to be members of the International Professional Engineering Alliance (IPEA) and the APEC Engineering Alliance (APEC EA), ABET and the World Federation of Engineering Organizations (WFEO).



Core Purpose 8: Promotion and outreach

Engineers Canada promotes the contribution of engineering to the Canadian society and seeks to attract younger generations to join the engineering profession.

In 2022, a new Explore Engineering website was launched to provide information and attract future engineers to the profession. New cases were also added to the Sustainability in Practice Massive Open Online Course (MOOC), a partnership between Engineers Canada and Polytechnique Montréal. Through the National Outreach Working Group, regulators staff continue to collaborate on Pan-Canadian initiatives to raise the visibility of the engineering profession.



Girl Guide Crest Program

The Engineering crest was created to be awarded to Girl Guides and Scouts who complete engineering- or geoscience-related activities while learning about the engineering and geoscience professions through direct interaction with a member of the engineering or geoscience communities. Once the activity is completed, Girl Guides and Scouts can obtain this crest at no cost. In 2022 we awarded 2,174 crests.

Future City Program

Future City Experience is a free activity that can be completed virtually or in-person that introduces students in grades 6 to 8 to the engineering design process by imagining cities 100 years into the future. Working in teams and guided by an educator and a volunteer engineering mentor, students build a physical model or multiple model segments of their city. In 2022, the theme of the experience was: Living on the Moon. In 2023, the theme will be A Waste-Free Future.

National Engineering Month

National Engineering Month is Canada's largest celebration of engineering. A different theme is highlighted every week and engineers, EITs, and engineering businesses are encouraged to show their pride in being part of the profession.

Engineers Canada Awards

The Engineers Canada Awards recognize and celebrate the achievements of engineers and engineering students who are advancing the engineering profession and improving the lives of Canadians and others around the world. Recipients in 2022 were:

- » Digvir S. Jayas, O.C., D.Sc., P.Eng. – Gold Medal Award
- » Bob Dony, PhD, FEC, P.Eng. - Meritorious Service Award for Professional Service Award
- » Sandra Odendahl, P.Eng. - Meritorious Service Award for Community Service
- » Sanjeev Bedi, PhD, P. Eng. - Medal for Distinction in Engineering Education
- » Eve Langelier, ing., Ph.D. - Award for the Support of Women in the Engineering
- » Stephanie Quon - Gold Medal Student Award

Learn more about our 2022 award recipients.

Engineers Canada Scholarships

Engineers Canada offers three scholarships, one for undergraduate students and two for graduate students. The recipients of the 2022 scholarships were:

Engineers Canada-TD Insurance Scholarships (\$7,500)

- » Adam Robertson, M.A.Sc., P.Eng.
- » Bai Bintou Kaira, P.Eng.
- » Michelle Tilford-Shaw, P.Eng.

Engineers Canada–Manulife Scholarships (\$12,500)

- » Cody Kupferschmidt, M.Sc., P.Eng.
- » Niema Afroze, P.Eng.
- » Parham Joulani, M.Sc., P.Eng.

Engineers Canada Leadership Scholarship (\$4,000)

- » Antoine Poissant
- » Abduljawad (A.J) Kourabi
- » Amanda Quinn
- » Chigozie Enyinnaya-Okidi
- » Madison Squires
- » Shanleigh McKeown
- » Stephanie Quon
- » Vincent d'Entremont

Learn more about our 2022 scholarship recipients.

Fellows of Engineers Canada

In 2022, the following engineers received an Engineers Canada fellowship for their noteworthy service to the engineering profession through their work with either Engineers Canada or the provincial and territorial engineering regulators:

Engineers Canada

- » Johanne Lamarche, FEC (Hon.)

Association of Professional Engineers and Geoscientists of Alberta (APEGA)

- » Samer Adeeb, FEC, P.Eng.
- » Peter Chan, FEC, P.Eng.
- » Janet Elliott, FEC, P.Eng., PhD
- » Travis Fillier, FEC, P.Eng.
- » Tom Johnston, FEC, P.Eng.
- » Geoffrey Kneller, FEC, P.Eng.
- » Brian Pearse, FEC, P.Eng.
- » Jessica Vandenburghe, FEC, P.Eng.
- » Jason Vanderzwaag, FEC, P.Eng.

Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS)

- » Kristen J. Darr, FEC, P.Geo.
- » Lei Meng, FEC, P.Eng.
- » Kevin L. Ness, FEC, P.Eng.
- » Satyanarayan Panigrahi, FEC, P.Eng.
- » Bruce A. Peberdy, FEC, P.Eng.
- » Ondiverrapan Thirunavukkarasu, FEC, P.Eng.
- » Lisa N. White, FEC, P.Eng.

Engineers and Geoscientists British Columbia

- » Damineh Akhavan, FEC, P.Eng.
- » Megan Archibald, FEC (Hon.)
- » James Blake, FEC, P.Eng.
- » Lina Bowser, FEC (Hon.)
- » Jennifer Cho, FEC (Hon.)
- » Gordon Doerksen, FEC, P.Eng.
- » Thomas Drackett, FEC, P.Eng.
- » Cameron W. Finnigan, FEC,

- » Donald Gamble, FEC (Hon.)
- » Frederick Hanley, FEC (Hon.)
- » Dr. Diane Cecile Kennedy, FEC, P.Eng.
- » Anja Lanz, FEC, P.Eng.
- » Deesh Olychick, FEC (Hon.)
- » Jason Ong, FEC (Hon.)
- » Neil Russell, FEC (Hon.)
- » Caroline Westra, FEC (Hon.)

Engineers and Geoscientists New Brunswick

- » Stamatia Baker, FEC (Hon)
- » Phillip (Phil) Lamey, FEC, P.Eng.
- » William (Bill) Lamey, FEC, P.Eng.
- » Kirk Murray, FEC, P.Eng.
- » Maggie Stothart, FEC, P.Eng.

Engineers Geoscientists Manitoba

- » Anand Birur, FEC, P.Eng.
- » Tabitha Bohrn, FEC, P.Eng.
- » Neil Chandler, FEC, P.Eng. (SM)
- » Cameron Dyck, FEC, P.Eng.
- » Robert Janz, FEC (Hon.)
- » Michael Maendel, FEC, P.Eng.
- » Jason Phillipow, FEC, P.Eng.
- » Andrea Watts, FEC, P.Eng.
- » Scott Whaley, FEC, P.Eng.

Engineers Nova Scotia

- » Nadine Avery, FEC (Hon.)
- » Beth Belliveau-Sollows, FEC (Hon.)
- » Brittany Dart, FEC (Hon.)
- » Christine Larocque, FEC (Hon.)
- » Virginia MacQuarrie, FEC (Hon.)
- » Denise Pothier, P.Eng.

Engineers PEI

- » Greg Clayton, FEC, P.Eng.

Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL)

- » Sudeshna Abbott, FEC, P.Eng.
- » Keather C. Appleby, FEC, P.Eng.
- » William A. O'Keefe, FEC, P.Eng.

Professional Engineers Ontario (PEO)

- » Afshin Azadmanesh Samimi, P.Eng.
- » Maria Fernanda Affonso, FEC, P.Eng.
- » Naeim Azizi Tavakkoli, P.Eng.
- » Steven Bailey, P.Eng.
- » Sanjeev Bedi, FEC, PhD, P. Eng
- » Ruben Burga, P.Eng.
- » Jeremy Carkner, P.Eng.
- » Pellegrino Castaldo, P.Eng.
- » Michael Stephen Georgas, P.Eng
- » Sharon Gillam, FEC (Hon.)
- » Md Akhtar Hossain, P.Eng.
- » Tao Fai Lee, P.Eng.
- » Huirong Min, P.Eng.
- » Ted Naugler, P.Eng.
- » Juwairia Obaid, P.Eng.
- » Sandra Odendahl, FEC, P.Eng.
- » Daniel Ospina, P.Eng.
- » Efeng Pan, P.Eng.
- » John Penaranda, P.Eng.
- » Leah Price, FEC (Hon.)
- » Julija Rakocevic, P.Eng.
- » Shiraz Rehmani, P.Eng.
- » Peter Cornelius Rusch, P, Eng.
- » Marcel Titus Rusu, P.Eng.
- » Farhad Saghezchi, P.Eng.
- » Bilal Sherazi, P.Eng.
- » Venkatraman Sundar, P.Eng.

P.Eng.

» Kumar Fonseka, FEC, P.Eng.

» Elliott Coles, FEC, P.Eng.

***Ordre des ingénieurs du Québec
(OIQ)***

» Pierre Jean, FEC, ing.

» Najat Kamal, FEC, ing.

» Eve Langelier, FIC, ing., Ph.D.

» William Teron, P.Eng.

» William Van-Heyst, P.Eng.

» Arash Yazdani, P.Eng.

Core Purpose 9: Equity, diversity and inclusion

Engineers Canada collaborates with provincial and territorial engineering regulators, engineers, employers, higher education institutions, and engineering students to ensure that the engineering profession reflects the demographics of Canadian society and continues to meet the needs of the Canadian economy. We also collected and disseminated data through the National Membership Report and are establishing partnerships on research on women in engineering. We also updated the Managing Transitions Report.



We released a Report on Indigenous Engineering in Canada this year, which uncovered that Indigenous people are underrepresented in engineering occupations relative to Indigenous representation in the total population and in the labour force both at the national and provincial levels. We also published a Report on Indigenous Inclusion in Engineering, which seeks to provide considerations for how best to support increased Indigenous inclusion in the profession, improve supports, and reduce barriers to Indigenous engineers in their experiences in formative years and post-secondary education. We also revised A Guide to Acknowledging First Peoples and Traditional Land in collaboration with the Indigenous Advisory Committee.

Through provincial and territorial regulators, Engineers Canada is also offering the 4 Seasons of Reconciliation training to engineers, which seeks to further advance reconciliation, and ensure foundational knowledge of Indigenous peoples, histories, and communities remain accessible. Engineers Canada is also going through the process of applying for the Canadian Council for Aboriginal Business's Progressing Aboriginal Relations certification, a process which started this year.

We also participate in the Decolonizing and Indigenizing Engineering Education Network Working Group and represent Canada through the Canadian Indigenous Advisory Council (CIAC) as a voting member at the American Indian Science and Engineering Society (AISES) (CIAC/AISES). We are also implementing the national Indigenous inclusion and reconciliation in engineering plan.

Core purpose 10: Protecting official marks

Working with the provincial and territorial regulators, in 2022, Engineers Canada provided its consent to 50 requests from applicants looking to register a federally incorporated company containing an official mark in their corporate name.

Additionally, we closed eight trademark opposition files, two of which were abandoned and six settled. Engineers Canada had one successful hearing and two expunged from six identified for expungement.



Engineers Canada is the owner of an official mark for each of the following professional engineering designations:

- » ENGINEER
- » ENGINEERING
- » CONSULTING ENGINEER
- » PROFESSIONAL ENGINEER
- » P.ENG.
- » GÉNIE
- » INGÉNIERIE
- » INGÉNIEUR CONSEIL
- » INGÉNIEUR
- » ING.

Financial statements

Download the 2022 summary financial statements.






2022 Annual strategic performance report

2022 Annual Strategic Performance Report

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

Legend


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

Reporting Information Sources

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

| Section | Source |
|---|---|
| Planned activities (as set in June 2021) | Copied from Board June 2021 strategic workshop presentation |
| 2022 quarterly reporting | Staff updates as part of quarterly internal reporting |
| What we will do | Copied from 2022-2024 Strategic Plan |
| What does success look like | Copied from Board June 2021 strategic workshop presentation |
| How will we measure success in 2024* | |

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


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

| 2022 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|--|--|--|--|---|
| 1. Benchmark accreditation | <ul style="list-style-type: none"> Schedule was fully developed, including a plan for presentation/ dissemination. Research report was completed. Work on the task force summary was underway. Planning for the presentation was underway. | <ul style="list-style-type: none"> Work products were finalized and disseminated. Task force was offboarded in early July. Report is publicly available online. | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. |
| 2. Report on state of engineering education | <ul style="list-style-type: none"> Schedule was fully developed, including a plan for presentation/ dissemination. Research report was completed. Work on the task force summary was underway. Planning for the presentation was underway. | <ul style="list-style-type: none"> Work products were finalized and disseminated. Task force was offboarded in early July. Report is publicly available online. | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. |
| 3. Investigate an academic requirement for licensure | <ul style="list-style-type: none"> Contractor was hired for this work (and for the overall project). | <ul style="list-style-type: none"> Contractor was fully onboarded, and a planning session was held in June that | <ul style="list-style-type: none"> Initiative was on track. Academic Requirement Task Force met regularly to | <ul style="list-style-type: none"> The Strategic Foresight event was held November 24-25 2022. |

| | | | | |
|--|---|--|--|---|
| | <ul style="list-style-type: none"> • Contractor's onboarding underway. | <p>resulted in a modified project approach.</p> <ul style="list-style-type: none"> • Hiring of an assessment expert was moved to <i>Coeuraj's</i> responsibility and this activity. • The new project approach pushed all major deliverables for the academic requirement out to 2023. • We still expect to develop an academic requirement for licensure, and the overall schedule has been adjusted to allow for more consultation, with greater involvement with CEAB and members of the public. • As a result, this activity is expected to require an additional quarter (end in Q1 of 2024 instead of Q4 2023). • There is no projected impact on the completion of this strategic priority by end of 2024. | <p>prepare for the November Strategic Foresight event.</p> | <ul style="list-style-type: none"> • This event included Regulators, CEAB and CEQB members, deans, professors, students, engineers-in-training, and people who work with engineers. • The event engaged a wide range of voices to look holistically at the engineering profession, anticipate emerging shifts and begin identifying implications for the accreditation system and the academic requirement for engineering licensure. The event journal is publicly available on the project's website. |
|--|---|--|--|---|

| | | | | |
|---|---|---|--|---|
| <p>4. Examine the purpose of accreditation</p> | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> Consultant was fully onboarded, and a planning session was held in June that resulted in a modified project approach This approach allows for more consultation and greater engagement of the CEAB, CEQB, and members of the public. This change requires the 'Purpose' work to start later than originally planned and end one quarter later than planned (end in Q1 of 2024 instead of Q4 2023). There is no projected impact on the completion of this strategic priority by end of 2024. | <ul style="list-style-type: none"> Initiative is on track. Purpose task force met regularly to prepare for the November Strategic Foresight event. | <ul style="list-style-type: none"> Same update as above |
| <p>5. Set a path forward</p> | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. |
| <p>2022 annual report</p> | | | | |
| <p>Achieved activities</p> | <p>A volunteer workforce (including a Steering Committee and several Task Forces) was recruited and onboarded and is actively contributing to the work. A design and facilitation consultancy, Coeuraj, was hired and onboarded. Communications and engagement tactics have been developed and executed. Reports on engineering education trends and of accreditation benchmarking have been disseminated. We engaged members of the engineering ecosystem including Regulators, the CEAB, the CEQB, and Engineering Deans Canada in conversations about the overall system. A Strategic Foresight session looked holistically at the engineering profession, anticipated emerging shifts and began identifying implications for the accreditation system and the academic requirement for engineering licensure. Building on this input, scenarios will be developed and tested in desktop simulations before national consultations on a proposed academic requirement for licensure and the purpose of accreditation are held in 2023.</p> | | | |
| <p>Annual budget vs actual spending</p> | <p>2022 budget = \$759,791 2022 spending = \$992,578 New project scope has been approved with an increased budget to cover the wider range of stakeholders and their engagements. Budget is on track for the overall duration of this 3-year strategic priority.</p> | | | |

| | |
|---|--|
| Progress towards success by 2024 | On track to submit recommendations on the purpose of accreditation and the academic requirement for licensure, and a path forward report to the Engineers Canada Board by the end of 2024. |
| Summary of strategic priority | |
| What we will do | We will conduct a fundamental review of the accreditation process, investigate the best practices in engineering education, and work with Regulators and stakeholders to understand if there is a desire to adopt a new, national academic requirement for licensure as well as an updated purpose of accreditation. If there is, we will reconsider the accreditation system. |
| What does success look like? | <ul style="list-style-type: none"> A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally B. All stakeholders have visibility of the current and future realities of engineering education C. Regulators have an academic requirement for licensure, applicable to all D. All stakeholders understand the purpose of accreditation E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure |

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

| 2022 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|--|---|---|--|---|
| 1. Collaborate with Regulator staff to identify barriers and opportunities | <ul style="list-style-type: none"> • Consultations with officials' groups have been scheduled (April-June 2022). • A pre-consultation survey was developed to be sent to the National Admission Officials Group (NAOG). | <ul style="list-style-type: none"> • Consulted with NAOG in April, NDEOG in May, and NPOG in June. • Completed the consultation report and shared it with the Collaboration Task Force (CTF). • Proposed revised definitions for "collaboration" and "harmonization" to the Officials Groups based on the consultations. • Began preliminary work on legislative authorities. | <ul style="list-style-type: none"> • Shared final consultation report with officials group and CEO group. • Mapping legislative authorities work continues. | <ul style="list-style-type: none"> • Mapping of legislative authorities is done. |
| 2. Develop a national statement of collaboration with all jurisdictions | <ul style="list-style-type: none"> • Terms of reference for the Collaboration Task Force are complete. | <ul style="list-style-type: none"> • Held first meeting to onboard the Board's CTF and inform them of strategic priority. • CTF also met to discuss outline for position paper on regulatory harmonization and collaboration. | <ul style="list-style-type: none"> • Consultation plan developed by consultant and shared with Task Force. • Position paper drafted and revised by Task Force. | <ul style="list-style-type: none"> • Task Force approved the consultation plan. • Board received and reviewed the Position paper. |

| | | | | |
|--|--|---|---|---|
| 3. Identify specific areas of harmonization for collaboration | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. |
| 2022 annual report | | | | |
| Achieved activities | <p>Lessons learned have been collected and data on potential areas of collaboration have been gathered.</p> <p>The Board received and reviewed a position paper at its December meeting, which will be used as the basis for national consultations in support of having Regulators sign a national collaboration statement.</p> | | | |
| Annual budget vs actual spending | <p>2022 budget = \$127,840 2022 spending = \$95,459</p> <p>The overall project budget has increased due to the cost of the consultant (our forecasted amounts underestimated consultant costs). The consultants will lead regional and national consultations.</p> | | | |
| Progress towards success by 2024 | <p>On track to draft the statement of collaboration and harmonization (if this is the direction given by Regulators), to be signed by the Engineers Canada and the Regulators.</p> | | | |
| Summary of strategic priority | | | | |
| What we will do | <p>Fostering collaboration and consistency of requirements, practices, and processes across jurisdictions is at the heart of our mandate. We will work with Regulators to understand barriers and success factors leading to harmonization and facilitate the adoption of a national agreement that will establish the principles and areas where pan-Canadian harmonization will be sought.</p> | | | |
| What does success look like? | <p>A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization</p> <p>B. Regulators benefit from collaboration and resource sharing, supporting improved practices</p> | | | |


SP1.3, Support the regulation of emerging areas

Status: 

| Planned activities (as set in June 2021) | 2022 | | | | 2023 | | | | 2024 | | | |
|---|------|--|--|--|------|--|--|--|------|--|--|--|
| 1. Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public | | | | | | | | | | | | |
| 2. Continue to work with the federal government to promote the role of engineers in emerging areas | | | | | | | | | | | | |


| 2022 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|---|--|---|---|---|
| 1. Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public | <ul style="list-style-type: none"> No work was done due to lack of resources. | <ul style="list-style-type: none"> New resources have been secured and work will begin in Q3. The emerging areas paper will be delayed by 6 months. | <ul style="list-style-type: none"> RFP issued and contract awarded. Emerging areas paper will continue to be delayed by 6 months. | <ul style="list-style-type: none"> New Regulatory research paper on energy engineering is being drafted. |
| 2. Continue to work with the federal government to promote the role of engineers in emerging areas | <ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. | <ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. | <ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. | <ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. |
| 2022 annual report | | | | |
| Achieved activities | After experiencing delays due to a lack of resources, the New Regulatory research paper on energy engineering is following typical document development timelines. | | | |
| Annual budget vs actual spending | 2022 budget = \$23,500 2022 actual = \$0 The project was delayed due to a vacancy in the position and the said expenses will occur in 2023. | | | |
| Progress towards success by 2024 | The new Regulatory research paper on energy engineering is expected to be completed in 2023. It is expected that a second Regulatory research paper will start to be developed in 2023. Regulators will also be consulted on the topic for this paper in 2023. | | | |

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

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


| 2022 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|---|---|--|--|--|
| 1. National research strategy | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. |
| 2. Facilitate collaboration and information exchange for Regulators | <ul style="list-style-type: none"> Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network. | <ul style="list-style-type: none"> Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network. | <ul style="list-style-type: none"> Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network. | <ul style="list-style-type: none"> Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network. |
| 3. 30 by 30 annual national conference | <ul style="list-style-type: none"> Conference planning is underway, the virtual sessions were held on April 13, 20, and 27. | <ul style="list-style-type: none"> Conference planning for 2023 in Halifax is underway and planning for 2024 has begun. | <ul style="list-style-type: none"> Received approval to align 2023 one-day conference with Engineers Canada AMM on May 24th. | <ul style="list-style-type: none"> Planning for 2023 conference is underway. |
| 4. Reporting on national and regional metrics | <ul style="list-style-type: none"> Received data from Regulators and planning to hire additional staff to analyze data. | <ul style="list-style-type: none"> The data has been analyzed and the 2021 National Membership Report is publicly available on the website. | <ul style="list-style-type: none"> Received approval and finalized job description for new EDI Analyst position. | <ul style="list-style-type: none"> The EDI Analyst's position was posted and interviews conducted, however we were not successful in filling the position. Recruitment is ongoing until the position is filled. |
| 5. Engaging employers | <ul style="list-style-type: none"> The request for proposals (RFP) has | <ul style="list-style-type: none"> Key interviews are being | <ul style="list-style-type: none"> A draft Employer | <ul style="list-style-type: none"> Implementation and expansion of |

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| | been posted and a consultant was hired. | conducted to develop the consultation plan for the Employer Engagement Strategy. | Engagement Strategy was presented and validated by the CEO Group. The final version was released in Oct 2022. | the employer engagement strategy will continue in 2023. |
| 6. National resources | <ul style="list-style-type: none"> The RFP to update Managing Transitions was posted, a consultant was hired, and the discovery phase has begun. | <ul style="list-style-type: none"> Interviews and two (2) sessions were conducted on parental and maternal leave. Partnership discussions with APEGA and Geoscientists Canada on revising Managing Transitions. | <ul style="list-style-type: none"> Final version of the Managing Transitions guideline was approved. Facilitated an Early Career and Post-secondary 30 by 30 working group meeting. | <ul style="list-style-type: none"> Managing Transitions guideline has been translated and disseminated. Creation of online presence via website will continue in 2023. |
| 2022 annual report | | | | |
| Achieved activities | Data and information sharing is ongoing with various groups. The 2023 annual conference's venue and date have been secured (in tandem with the 2023 May Annual Meeting of Members). The Managing Transitions guideline was developed and disseminated. The CEQB also developed and released its New Public guideline for engineers and engineering firms to foster gender inclusive workplaces. | | | |
| Annual budget vs actual spending | 2022 budget = \$218,496 2022 spending = \$208,953 | | | |
| Progress towards success by 2024 | Annual conferences are expected to be delivered without major issues. Data and information analysis will continue to be gathered and shared with Regulators and stakeholders. With a new hire, the Research Strategy is expected to be started, as planned. | | | |
| Summary of strategic priority | | | | |
| What we will do | To support progress towards 30 by 30 and to develop Engineers Canada's capacity to address the underlying issues holding back the progress of 30 by 30. | | | |
| What does success look like? | <ul style="list-style-type: none"> A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive D. Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons | | | |

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

| 2022 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|--|--|--|--|--|
| 1. Marketing campaign | <ul style="list-style-type: none"> Initial campaign objectives and audiences identified and preparations for RFP is underway. | <ul style="list-style-type: none"> RFP process nearing completion. Bidder meetings with a shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3. | <ul style="list-style-type: none"> A communications agency has been secured and work is underway on primary research and strategic design. Majority of results will be presented in mid-October and advisory group will meet to discuss audiences and key next steps. | <ul style="list-style-type: none"> Campaign strategy and audience targeting has been confirmed. Preliminary media buy and tactical plan has been developed. Three creative concepts were presented for consideration and the project team is refining the concept that will be the basis of the campaign. |
| 2. Value of licensure messaging | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> RFP process nearing completion. Bidder meetings with a shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3. | <ul style="list-style-type: none"> A communications agency has been secured and work is underway. Secondary research is completed with some primary results tools still in the field. | <ul style="list-style-type: none"> Draft messaging framework has been developed and presented to the project team and advisory group. Additional messaging for IEGs is being developed and the message framework will be finalized in early 2023. |
| 3. Engineering graduate and EIT outreach programming | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> RFP process nearing completion. Bidder meetings with a | <ul style="list-style-type: none"> A communications agency has been secured and work is underway on discovery and | <ul style="list-style-type: none"> Final recommendations based on research have been provided to |

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| | | shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3. | determining recommendations for next steps. Most research is completed, but one survey was in field until the end of October. | Engineers Canada for final review. <ul style="list-style-type: none"> Next steps for implementing the recommendations will be developed in early 2023. |
| 4. Foundational research | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> RFP process nearing completion. Bidder meetings with a shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3. | <ul style="list-style-type: none"> A communications agency has been secured to lead research, and results on all but one instrument were reported in mid-October. The final survey is in field until the end of October and findings reported by mid-November. | <ul style="list-style-type: none"> All foundational research activities are completed and results delivered. |
| 2022 annual report | | | | |
| Achieved activities | Foundational research and the launch of an advisory group has been completed. A marketing strategy and target audience has been identified. Draft messaging on the value of licensure has been developed. Recommendations for outreach programming for EITs and engineering graduates are also being developed. | | | |
| Annual budget vs actual spending | 2022 budget = \$513,860 2022 spending = \$374,784 | | | |
| Progress towards success by 2024 | The national campaign will be launched in 2023, informed and delivered in partnership with Regulators. | | | |
| Summary of strategic priority | | | | |
| What we will do | We will bridge this gap by creating and promoting a consistent, national message that will showcase the diversity of the profession, the breadth of engineering in both traditional and new disciplines, and the value of engineering licensure to the public, engineering graduates, EITs, and employers. | | | |
| What does success look like? | A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession B. Engineering graduates and EITs recognize value in licensure C. Regulators have a valuable national messaging framework and marketing support tools | | | |

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

| 2022 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|--|---|---|---|---|
| 1. Sustain an excellence culture | <ul style="list-style-type: none"> The working groups that emerged from the 2019 employee engagement survey feedback are in the process of being stood down and recognized. Excellence refresher(s) with staff have been initiated. | <ul style="list-style-type: none"> Working groups continue to be stood down as deliverables are finalized. | <ul style="list-style-type: none"> Delays in closing out working groups have resulted in missing this milestone. Resources available to support refreshing the road journals and staff profiles has been limited due to organizational transition back to in person/hybrid meetings. Anticipate being back on track into Q4. | <ul style="list-style-type: none"> Work has begun on refreshing the pillars of excellence leading to a sustainable culture in the long term. Staff will be consulted on these pillars in early 2023. |
| 2. Identify and Implement continual improvements | <ul style="list-style-type: none"> Gaps to close and associated action plans are being identified and developed with the senior leadership team (SLT). | <ul style="list-style-type: none"> Requirements have been assigned to SLT members. | <ul style="list-style-type: none"> Confirmation of SLT ownership has been completed. Orientation of SLT to the known gaps for their respective requirements will most likely go into Q4 2022. | <ul style="list-style-type: none"> The self assessment report in early 2023 will outline any gaps needing attention. SLT will review and confirm any next steps. |

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| | | | <ul style="list-style-type: none"> • These delays are not anticipated to impact achievement of the program. | |
| 3. Confirm measurements and sustainability | <ul style="list-style-type: none"> • A transition gap analysis is being conducted against gold standard. | <ul style="list-style-type: none"> • A self-assessment against the current Excellence Canada Organizational Excellence Standard is planned for next quarter and will be based on the most recent external verification from the Excellence Canada verification team (Q3). | <ul style="list-style-type: none"> • Transition to the revised standard has been completed. • Self-assessment information will be confirmed in Q4. | <ul style="list-style-type: none"> • The self assessment results will be available in early 2023. |
| 4. Achieve Platinum level certification from Excellence Canada | <ul style="list-style-type: none"> • No work this quarter, as planned. | <ul style="list-style-type: none"> • No work this quarter, as planned. | <ul style="list-style-type: none"> • No work this quarter, as planned. | <ul style="list-style-type: none"> • Development of Platinum Level Submission has been initiated. |
| 2022 annual report | | | | |
| Achieved activities | Despite some delays in standing down working groups and assigning their work to staff, the organization is on track to submit and receive the Platinum excellence certification. Major and ongoing improvements are underway to make the organization higher performing. | | | |
| Annual budget vs actual spending | 2022 budget = \$5,400 2022 spending = \$13,487 Additional cost incurred to accommodate for additional staff to travel for training and for promotional items to celebrate organizational achievement of gold level certification. | | | |
| Progress towards success by 2024 | On track to receive Platinum excellence certification by 2024. | | | |
| Summary of strategic priority | | | | |
| What we will do | The demand for change continues and we are facing pressure to deliver on the diverse and changing needs of Regulators, HEIs, and the engineering community. To continually adapt, we need an effective and sustainable approach that ensures that we are a high performing organization. By 2024, we will achieve Platinum level certification from Excellence Canada by demonstrating measurable, sustained, and continually improved performance over at least a three-year period, as measured against the Excellence, Innovation, and Wellness Standard. | | | |
| What does success look like? | <ul style="list-style-type: none"> A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health C. Engineers Canada benefits from sustainment of a high level of performance | | | |

Summary - How will we measure success in 2024?

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

| Strategic priority | What does success look like | How will we measure success in 2024? |
|---|---|--|
| <p>SP1.2, Strengthen collaboration and harmonization</p> | <p>A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization</p> | <p>A1. Consultation reports that document all Regulators’ perspectives A2. Production of a national statement of collaboration signed by Regulators A3. The Regulator CEOs defining one or more areas for future harmonization</p> |
| | <p>B. Regulators benefit from collaboration and resource sharing, supporting improved practices</p> | <p>B1. The number of Regulators contributing to the development of programs, products, services, information, or processes B2. The number of Regulators using programs, products, services, information, or processes that are nationally promoted</p> |
| <p>SP1.3, Support the regulation of emerging areas</p> | <p>A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice</p> | <p>A1. Regulatory research papers on emerging areas of engineering practice are published and distributed to Regulators A2. Regulators report that they are reading the reports, considering them in their decision making, or that they helped them fulfill their mandate A3. Perceived value of research papers by the Regulators</p> |
| | <p>B. The federal government is made aware of the importance of the work of engineers in emerging areas</p> | <p>B1. One new National Position Statement relating to emerging disciplines is developed, as appropriate B2. Number of engagements (written consultations and in-person meetings) with parliamentarians or senior federal officials, on matters relating to emerging areas of engineering practice</p> |
| <p>SP2.1, Accelerate 30 by 30</p> | <p>A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process</p> | <p>A1. Completion and use of a national research strategy on diversity data demographics and qualitative research on equity, diversity, and inclusion A2. The number of Regulators contributing to the development and implementation of the strategy; Regulators involved in development only; Regulators not engaged A3. Publication of research reports on Engineers Canada website A4. Number of partners engaged in the development of the research report(s) (i.e., development and participation; participation only; not engaged) A5. Facilitation of collaboration and information exchange for Regulators (e.g., continued coordination of 30 by 30 working group, communications that address Regulator needs) A6. We held 3 to 4 annual meeting with Regulators</p> |

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

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

BRIEFING NOTE: For information

| Audited financial statements | | 4.3 |
|------------------------------|---|-----|
| Purpose: | To receive Engineers Canada's 2022 audited financial statements | |
| Prepared by: | Derek Menard, Director, Finance | |
| Presented by: | Arjan Arenja, Director from Ontario, and Chair of the FAR Committee | |

Background

- The *Canada Not-for-profit Corporations Act* (CNCA) requires that the corporation's financial statements be placed before the members at every annual meeting.

Status Update

- The 2022 audit was performed in February 2023, after the close of year-end.
- At its April 2023 meeting, the Engineers Canada Board approved the audited financial statements.

Next steps

- Engineers Canada shall keep at its office a copy of the financial statements for 2022.

Appendices

- **Appendix 1:** 2022 audited financial statements, including KPMG LLP's report



Financial Statements of

ENGINEERS CANADA

And Independent Auditor's Report thereon

Year ended December 31, 2022

INDEPENDENT AUDITOR'S REPORT

To the Members of Engineers Canada

Opinion

We have audited the financial statements of Engineers Canada, which comprise:

- the statement of financial position as at end of December 31, 2022
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of Engineers Canada as at December 31, 2022, and its results of operations, its changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of Engineers Canada in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these ethical requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing Engineers Canada's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Engineers Canada or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Engineers Canada's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Engineers Canada's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Engineers Canada's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Engineers Canada to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Canada

(date)

ENGINEERS CANADA

Statement of Financial Position

December 31, 2022, with comparative information for 2021

| | 2022 | 2021 |
|---|----------------------|----------------------|
| Assets | | |
| Current assets: | | |
| Cash (note 3) | \$ 2,102,176 | \$ 3,037,065 |
| Amounts receivable (note 4) | 1,193,477 | 1,197,114 |
| Prepaid expenses and deposits | 267,510 | 222,338 |
| | <u>3,563,163</u> | <u>4,456,517</u> |
| Investments (note 5) | 15,760,893 | 16,638,837 |
| Tangible capital assets (note 6) | 641,984 | 662,447 |
| | <u>\$ 19,966,040</u> | <u>\$ 21,757,801</u> |
| Liabilities and Net Assets | | |
| Current liabilities: | | |
| Accounts payable and accrued liabilities (note 7) | \$ 551,399 | \$ 692,117 |
| Deferred contributions | 74,380 | 87,142 |
| | <u>625,779</u> | <u>779,259</u> |
| Deferred lease inducement (note 8) | 306,086 | 393,539 |
| Net assets (note 9): | | |
| Internally restricted: | | |
| Contingency reserve | 2,500,000 | 2,500,000 |
| Legal contingency reserve | 1,500,000 | 1,500,000 |
| Strategic priorities reserve | 2,000,000 | 2,000,000 |
| Invested in tangible capital assets | 492,588 | 470,366 |
| Unrestricted | 12,541,587 | 14,114,637 |
| | <u>19,034,175</u> | <u>20,585,003</u> |
| Commitments (note 10) | | |
| | <u>\$ 19,966,040</u> | <u>\$ 21,757,801</u> |

See accompanying notes to financial statements.

On behalf of the Board:

_____ Director _____ Director

ENGINEERS CANADA

Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

| | 2022 | 2021 |
|---|-----------------------|---------------------|
| Revenue: | | |
| National programs (note 11) | \$ 9,968,571 | \$ 9,824,255 |
| Corporate services | 3,279,227 | 3,124,386 |
| Investment income | 589,431 | 312,826 |
| Outreach | 22,600 | 17,600 |
| Unrealized gain (loss) in investments | (2,298,681) | 1,179,903 |
| | <u>11,561,148</u> | <u>14,458,970</u> |
| Expenses: | | |
| Operating expenses: | | |
| Accreditation | 321,241 | 88,391 |
| Fostering working relationships | 148,226 | 1,938 |
| Services and tools | 107,494 | 123,500 |
| National programs | 882,694 | 884,668 |
| Advocating to the Federal government | 65,511 | 44,589 |
| Research and regulatory changes | 2,525 | 20,213 |
| International mobility | 66,816 | 58,216 |
| Promotion and outreach | 449,343 | 186,686 |
| Diversity and inclusion | 167,178 | 208,141 |
| Protect official marks | 156,746 | 132,996 |
| Secretariat services | 1,190,269 | 232,073 |
| Corporate services (note 12) | 7,354,726 | 6,982,816 |
| | <u>10,912,769</u> | <u>8,964,227</u> |
| Excess of revenue over expenses before the undernoted | 648,379 | 5,494,743 |
| Projects spending: | | |
| Accreditation improvement project | 136,318 | 221,574 |
| International mobility - IIDD one-time project | 2,560 | 54,599 |
| Services and tools – competency-based assessment | 70,239 | 214,592 |
| Service and tools – NMDB | 184,040 | 173,110 |
| Investigate and validate the purpose and scope of accreditation | 992,578 | 12,360 |
| Reinforce trust and the value of licensure | 374,785 | 4,575 |
| Strengthen collaboration and harmonization | 95,459 | – |
| Accelerate 30 by 30 | 208,953 | – |
| Research and regulatory changes – foresight | 133,675 | – |
| Mobility register improvements | 600 | – |
| | <u>2,199,207</u> | <u>680,810</u> |
| Excess (deficiency) of revenue over expenses | <u>\$ (1,550,828)</u> | <u>\$ 4,813,933</u> |

See accompanying notes to financial statements.

ENGINEERS CANADA

Statement of Changes in Net Assets

Year ended December 31, 2022, with comparative information for 2021

| | Contingency (note 9) | Legal contingency reserve (note 9) | Strategic priorities reserve (note 9) | Invested in tangible capital assets | Unrestricted | 2022 Total | 2021 Total |
|---|-------------------------|---|--|--|----------------------|----------------------|----------------------|
| Balance, beginning of year | \$ 2,500,000 | \$ 1,500,000 | \$ 2,000,000 | \$ 470,366 | \$ 14,114,637 | \$ 20,585,003 | \$ 15,771,070 |
| Excess (deficiency) of revenue over expenses | – | – | – | – | (1,550,828) | (1,550,828) | 4,813,933 |
| Amortization of tangible capital assets | – | – | – | (180,841) | 180,841 | – | – |
| Additions to tangible capital assets | – | – | – | 160,378 | (160,378) | – | – |
| Amortization of leasehold inducement | – | – | – | 42,685 | (42,685) | – | – |
| Balance, end of year | \$ 2,500,000 | \$ 1,500,000 | \$ 2,000,000 | \$ 492,588 | \$ 12,541,587 | \$ 19,034,175 | \$ 20,585,003 |

See accompanying notes to financial statements

ENGINEERS CANADA

Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

| | 2022 | 2021 |
|---|----------------|--------------|
| Cash provided by (used in): | | |
| Operating activities: | | |
| Excess (deficiency) of revenue over expenses | \$ (1,550,828) | \$ 4,813,933 |
| Items not involving cash: | | |
| Amortization of tangible capital assets | 180,841 | 134,735 |
| Amortization of lease inducement | (87,453) | (87,453) |
| Change in net unrealized loss (gain) on investments | 2,298,681 | (1,179,903) |
| Change in non-cash operating working capital: | | |
| Decrease (increase) in amounts receivable | 3,637 | (41,076) |
| Increase in prepaid expenses and deposits | (45,172) | (100,329) |
| Increase (decrease) in accounts payable and accrued liabilities | (140,718) | 126,558 |
| Decrease in deferred contributions | (12,762) | (32,587) |
| | 646,226 | 3,633,878 |
| Investing activities: | | |
| Net purchases of investments | (1,420,737) | (2,741,231) |
| Additions to tangible capital assets | (160,378) | (152,283) |
| | (1,581,115) | (2,893,514) |
| Increase (decrease) in cash | (934,889) | 740,364 |
| Cash, beginning of year | 3,037,065 | 2,296,701 |
| Cash, end of year | \$ 2,102,176 | \$ 3,037,065 |

See accompanying notes to financial statements.

ENGINEERS CANADA

Notes to Financial Statements

Year ended December 31, 2022

1. Governing statutes and nature of operations:

Engineers Canada is a national federation of the twelve provincial and territorial associations authorized to license engineers and regulate the practice of the profession across Canada. Engineers Canada exists so that constituent associations have support for an advancing engineering profession and its self-regulation in the public interest at a cost that is justified by the results.

Engineers Canada was originally incorporated without share capital under Part II of the Canada Corporations Act. Effective October 31, 2013, Engineers Canada continued its articles of incorporation from Canada Corporations Act to the Canada Not-for-profit Corporations Act and changed its name to Engineers Canada from the Canadian Council of Professional Engineers. Engineers Canada is a not-for-profit organization and as such is exempt from income tax under Section 149(1)(I) of the Income Tax Act (Canada).

2. Significant accounting policies:

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Canada Handbook - Accounting and include the following significant accounting policies:

(a) Revenue recognition:

Engineers Canada follows the deferral method of accounting for contributions for not-for-profit organizations.

Engineers Canada's principal sources of revenue are provincial assessment fees from members, and amounts from affinity and insurance programs.

Revenues for provincial assessment and annual per capita fees are recognized when the constituent members have been invoiced and are included in corporate services revenue on the statement of operations. Revenues from affinity programs are recognized when the amount becomes collectible according to the terms of the arrangement. These amounts are included in national program revenues on the statement of operations.

Investment income is recognized based on the number of days the investment was held during the year. Dividends are recognized as of the ex-dividend date. Gains or losses on the disposal of investments are determined using the average cost method. All investment revenues including realized and unrealized gains and losses on investments are recognized in the statement of operations.

Externally funded project revenues, which include government funded project revenues, are recognized using the deferral method of accounting as the related eligible expenses are incurred in accordance with the terms of each contract. Amounts received in excess of eligible expenses are disclosed as a liability.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2022

2. Significant accounting policies (continued):

(b) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. Engineers Canada has elected to carry investments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using straight-line rate method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year. Where an indicator of impairment is present, Engineers Canada determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount Engineers Canada expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.

(c) Tangible capital assets:

Tangible capital assets are recorded at cost less accumulated amortization. When a capital asset no longer contributes to Engineers Canada's ability to provide services, its carrying amount is written down to its residual value.

Amortization of tangible capital assets is provided on the straight-line basis as follows:

| Asset | Terms |
|-----------------------------------|-------------------------|
| Furniture, fixtures and equipment | 4 years |
| Computer hardware | 4 years |
| Leasehold improvements | Remaining term of lease |

(d) Deferred lease inducement:

Leasehold inducements are deferred and amortized over the term of the lease. Annual amortization is recorded as a credit to corporate services expense.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2022

2. Significant accounting policies (continued):

(e) Allocated expenses:

In the statement of operations, Engineers Canada presents its expenses by function.

Engineers Canada does not allocate expenses between functions subsequent to initial recognition.

(f) Foreign currency translation:

Foreign currency transactions are initially recorded at the rate of exchange prevailing at the date of translation. Thereafter, monetary assets and liabilities are translated at the exchange rate in effect at the statement of financial position date. Revenue and expenses in a foreign currency are translated at the average monthly rate in effect during the year. Gains and losses resulting from the translation are included in investment income in the statement of operations.

(g) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from these estimates. These estimates are reviewed annually and as adjustments become necessary, they are recognized in the financial statements in the period they become known.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2022

3. Cash:

(a) Cash balances:

Engineers Canada's cash balances consist of operating cash held in Canadian chartered banks and amounts held in a Canadian money market fund, and can be liquidated at any time.

| | 2022 | 2021 |
|----------------------------|---------------------|---------------------|
| Operating cash | \$ 1,037,730 | \$ 1,104,945 |
| Canadian money market fund | 1,064,446 | 2,202,120 |
| | \$ 2,102,176 | \$ 3,307,065 |

(b) Line of credit

Engineers Canada has a line of credit allowing it to borrow up to \$500,000 (2021 - \$500,000) at an interest rate of prime plus 1%. This line of credit is subject to annual renewal. There was no outstanding balance as at December 31, 2022 or 2021.

4. Amounts receivable:

| | 2022 | 2021 |
|-----------------------------------|---------------------|---------------------|
| Affinity and insurance programs | \$ 1,133,900 | \$ 1,134,700 |
| Government remittances receivable | 59,577 | 62,130 |
| Due from members | – | 284 |
| | \$ 1,193,477 | \$ 1,197,114 |

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2022

5. Investments:

| | 2022 Fair value | 2022 Cost | 2021 Fair value | 2021 Cost |
|----------------------------|----------------------|----------------------|----------------------|----------------------|
| Bond funds | \$ 6,482,795 | \$ 7,002,609 | \$ 7,232,321 | \$ 7,388,184 |
| Canadian equity funds | 2,554,561 | 2,343,384 | 2,617,659 | 2,153,082 |
| International equity funds | 1,826,600 | 1,780,312 | 2,314,217 | 1,557,593 |
| U.S. equity funds | 2,167,331 | 1,877,256 | 1,884,508 | 1,585,192 |
| Global equity funds | 1,865,534 | 2,053,163 | 2,098,531 | 1,828,163 |
| Alternative – Global | 864,072 | 926,376 | 491,601 | 491,601 |
| | \$ 15,760,893 | \$ 15,983,100 | \$ 16,638,837 | \$ 15,003,815 |

Investments are held by Engineers Canada to fund its internally restricted net assets for the purposes specified in Note 9(a).

6. Tangible capital assets:

| | Cost | Accumulated amortization | 2022 Net book value | 2021 Net book value |
|-----------------------------------|---------------------|-----------------------------|---------------------------|---------------------------|
| Furniture, fixtures and equipment | \$ 338,995 | \$ 230,612 | \$ 108,383 | \$ 50,879 |
| Computer hardware | 443,242 | 373,752 | 69,490 | 62,347 |
| Leasehold improvements | 1,186,958 | 722,847 | 464,111 | 549,221 |
| | \$ 1,969,195 | \$ 1,327,211 | \$ 641,984 | \$ 662,447 |

Cost and accumulated amortization at December 31, 2021 amounted to \$1,808,817 and \$1,146,370, respectively.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2022

7. Accounts payable and accrued liabilities:

| | 2022 | 2021 |
|--|-------------------|-------------------|
| Operating | \$ 280,161 | \$ 277,915 |
| Accrued liabilities | 67,754 | 85,105 |
| Payroll related accruals | 162,805 | 288,853 |
| Secondary Professional Liability insurance premiums repayable to members | 40,679 | 40,244 |
| | \$ 551,399 | \$ 692,117 |

There are no amounts payable for government remittances such as sales or payroll-related taxes included in operating or accrued liabilities.

8. Deferred lease inducement:

In 2015, Engineers Canada entered into a lease agreement to rent premises for the next ten years. As part of this agreement, Engineers Canada received a tenant allowance to cover fit-up costs up to a maximum of \$30 per square foot of space rented, as well as a rent-free period for nine months.

| | Rent-free leasehold inducements | Tenant allowance - fit-up costs | Total |
|----------------------------|---------------------------------------|---------------------------------------|------------|
| Balance, beginning of year | \$ 201,458 | \$ 192,081 | \$ 393,539 |
| Less: amortization | (44,768) | (42,685) | (87,453) |
| Balance, end of year | \$ 156,690 | \$ 149,396 | \$ 306,086 |

9. Net assets:

Engineers Canada's overall objective with regard to its net assets is to ensure stability for the delivery of on-going programs and services, to fund strategic initiatives and to mitigate the financial impact of risks to its operations and achievement of strategic objectives. Engineers Canada manages its net assets by establishing restricted funds and committing amounts in the internally restricted net assets for anticipated future strategic priorities, contingencies, legal defense, and other capital requirements. These allocations are presented in the statement of changes in net assets and disclosed in Note 9(a).

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2022

9. Net assets (continued):

Engineers Canada's objective with respect to unrestricted net assets is to maintain a balance sufficient to meet the needs associated with ongoing operations. Engineers Canada's net assets invested in its capital assets is equal to their net book value less the corresponding lease inducement.

Engineers Canada is not subject to externally imposed capital requirements and it adopted a new overall strategy with respect to net assets that took affect in 2022.

(a) Internally restricted net assets:

Internally restricted net assets are funds committed for specific purposes, which reflect the application of Engineers Canada's Board policy as follows:

The Contingency Reserve is to mitigate the financial impact of the risk of future unexpected, negative events that could have a significant, adverse impact on the operations, revenues, and expenses of Engineers Canada. This reserve has a target level of \$2,500,000.

The Legal Reserve is to ensure that funds are available in case of legal challenge, to provide funds to cover deductibles for insurances, and to assist the Engineering Regulators where it is determined that they do not have the financial resources to defend an enforcement action and/or statutory obligation that has a clear and significant impact on the other Regulators. This reserve has a target level of \$1,500,000.

The Strategic Priorities Reserve is to provide funds for planned strategic initiatives, and to respond to future risks and investment needs in the performance, accessibility, and security of its information technology assets. This reserve has a target level of \$2,000,000.

Engineers Canada's Board of Directors will also create new reserves and/or discontinue existing reserves, if and when required.

10. Commitments:

Engineers Canada leases equipment and office space under operating leases which expire in April 2024 and June 2026. The future rental payments over the next four years including operating costs and taxes, are as follows:

| | | |
|------|----|-----------|
| 2023 | \$ | 657,968 |
| 2024 | | 655,797 |
| 2025 | | 655,073 |
| 2026 | | 327,287 |
| | \$ | 2,296,125 |

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2022

11. National programs:

Engineers Canada is a party to a number of agreements with financial services companies. Under these agreements Engineers Canada derives revenues, referred to in these financial statements as affinity program and secondary professional liability insurance based on the purchase of goods and services by the members of Engineers Canada's various provincial and territorial member associations.

These agreements have varying terms and conditions as well as varying termination dates and methods, some of which have fixed expiry dates with renewal options and some of which are on-going until terminated with notice by either party.

The two most significant agreements account for 92% (2021 - 92%) of the national program revenues and have the following terms:

- twelve-year term expiring December 2029 with automatic five-year renewals until terminated by either party with 180 days' notice prior to the end of any such period which accounts for 76% (2021 - 75%) of the national program revenues; and
- on-going with no fixed expiry date which accounts for 16% (2021 - 16%) of the national program revenues.

12. Pension plan contributions:

Engineers Canada is the administrator of the Staff Pension Plan for Employees of Engineers Canada, which is a defined contribution plan registered with Financial Services Commission of Ontario. The contributions to the plan are \$374,074 (2021 - \$214,494), which are included in corporate services expense.

13. Comparative information:

Certain comparative information has been reclassified to conform to the financial statement presentation adopted in the current year.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2022

14. Financial risk management:

Engineers Canada is exposed to various financial risks resulting from both operational and investment activities. Engineers Canada's management addresses the situation by having different related policies such as the Reserves Policy, the Financial Commitments and Payment Policy, amongst others. Engineers Canada also outsources the management of its investment portfolio to an outside firm. There have been no significant changes to Engineers Canada's policies, procedures and methods to manage these risks.

(a) Market risk:

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices due to currency, interest rate and other price risks. Engineers Canada is exposed to market risk with respect to its investments, as disclosed in Note 5.

(b) Foreign currency risk:

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Engineers Canada is exposed to foreign currency risk due to its investments denominated in foreign currencies within its US, International and Global equity funds as disclosed in Note 5. Engineers Canada holds minimal cash balances in foreign currencies.

(c) Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. Engineers Canada is exposed to interest rate risk with respect to its interest-bearing investments as disclosed in notes 3 and 5. Engineers Canada's other financial assets and financial liabilities do not bear significant amounts of interest. Engineers Canada does not use derivative financial instruments to reduce its interest rate risk exposure.

(d) Other price risk:

Other price risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or foreign currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. Engineers Canada is exposed other price risk due to its equity investments as disclosed in Note 5.

(e) Liquidity risk:

Liquidity risk is the risk that Engineers Canada will be unable to fulfill its obligations on a timely or cost-effective manner. Engineers Canada manages its liquidity risk by monitoring its operating requirements. Engineers Canada prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2022

14. Financial risk management (continued):

(f) Credit risk:

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Engineers Canada is exposed to credit risk in the event of non-payment by its counterparties in connection with its accounts receivable. In order to mitigate its credit risk, Engineers Canada has entered into long-term agreements for the majority of its receivables, employs credit policies and monitors collection. Refer to Note 11 for further details of the significant counterparty agreements. An allowance for doubtful accounts is established based on factors surrounding the credit risk of specific members, historical trends and other information. At December 31, 2022, the allowance for doubtful accounts was \$Nil (2021 - \$Nil).

Management believes that Engineers Canada is not exposed to significant risks from its financial instruments, although the interest rate and other price risks have increased in the year due to rising market interest rates and equity market fluctuations.

BRIEFING NOTE: For decision by the Members

| Appointment of auditors | | 5 |
|-------------------------|--|---|
| Purpose: | To appoint Raymond Chabot Grant Thornton as Engineers Canada's external auditors for 2023 | |
| Motion(s) to consider: | <i>THAT Raymond Chabot Grant Thornton be appointed as the public accountant to audit the accounts of Engineers Canada for the 2023 fiscal year.</i> | |
| Votes required to pass: | 2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants) | |
| Prepared by: | Derek Menard, Director, Finance Joan Bard Miller, Manager, Governance and Board Services | |
| Presented by: | Arjan Arenja, Director from Ontario, and Chair of the FAR Committee | |

Problem/issue definition

- The Engineers Canada Bylaw requires that the Members, on an annual basis, appoint a chartered professional accountant (CPA) licensed to practice public accounting in Ontario as auditor of Engineers Canada.

Proposed action/recommendation

- It is proposed that Raymond Chabot Grant Thornton (RCGT) be retained to provide auditing services for the upcoming 2023 fiscal year, with the fee as set in the proposal received in January 2023.
- If approved, this would be the first year that Engineers Canada will retain RCGT to provide external accounting services.

Other options considered

- In accordance with Board Policy 6.4, it is the responsibility of the Finance, Audit and Risk (FAR) Committee to conduct a comprehensive review of the auditor at least every five years.
- On behalf of the FAR Committee, staff issued a request for proposals (RFP) for audit services to four firms in late December 2022. The firms consisted of RCGT, Deloitte, BDO, and KPMG LLP (the incumbent).
- Proposals were received from three firms – RCGT, BDO and KPMG LLP.
- Deloitte did not respond.
- All proposals received were considered by the FAR Committee.
- The FAR Committee recommended that RCGT be considered by the Members to serve as the public accountant to audit the accounts of Engineers Canada for the 2023 fiscal year.

Risks

- There are unknowns associated with working with a new auditor.

Financial implications

- The engagement with RCGT to conduct the 2023 audit represents a financial commitment of approximately \$16,500 for the 2023 budget year.
- This fee is accounted for in the 2023 Engineers Canada budget.

Benefits

- RCGT's audit fee provides significant savings in comparison to other firms.
- Changing external auditors after working with KPMG LLP for eight consecutive years will introduce a fresh perspective.

Consultation

- N/A

Next steps (if motion approved)

- Staff, together with RCGT, will develop an audit plan in the early fall of 2023, for approval by Engineers Canada's FAR Committee.
- Thereafter, RCGT will conduct the 2023 audit, and results (i.e. the audited financial statements and report) will be presented to the Members at the May 2024 meeting.

Appendix

- None.

BRIEFING NOTE: For decision by the Members

| | |
|---------------------------------------|--|
| 2025 Per Capita Assessment Fee | 6 |
| Purpose: | To approve the 2025 Per Capita Assessment Fee |
| Motions to consider: | <i>THAT the 2025 Per Capita Assessment Fee be set at \$8 per Registrant.</i> |
| Vote required to pass: | 2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants) |
| Prepared by: | Derek Menard, Director, Finance |
| Presented by: | Arjan Arenja, Director from Ontario, and Chair of the FAR Committee |

Problem/issue definition

- The Per Capita Assessment Fee (PCAF) is defined in Article 1.1 of the Engineers Canada Bylaw, in part, as the “annual amount to be paid by each Member as determined by its number of Registrants.” Moreover, Article 7.2 of the Bylaw requires the Board, by January 1st of each year, to recommend to the Members the amount of the PCAF that will be in effect on the second following January 1st.
- On December 12, 2022, the Members received the Board’s recommendation for the 2025 PCAF in an email from Evelyn Spence, General Counsel and Corporate Secretary, wherein she stated:
 “At its December 12, 2022 meeting, the Engineers Canada Board agreed to recommend to the Members that the **2025 Per Capita Assessment Fee would remain at \$8 per Registrant**. As a result, this recommendation will be going to the Members for their approval at the meeting of Members in May, 2023.”

Proposed action/recommendation

- That the Members approve the 2025 PCAF.

Other options considered

- None

Risks

- The PCAF must support ongoing operations while being adjusted so as not to allow the unrestricted net assets of Engineers Canada to grow unconstrained and risk losing status as a not-for-profit.

Financial implications

- The suggested PCAF will reduce Engineers Canada’s revenue by \$722K in 2025 in comparison to the 2023 PCAF rate of \$10.21.
- The proposed 2025 PCAF will maintain unrestricted net assets above their \$1M limit and support operational spending in 2025.

Consultation

- The recommended 2025 PCAF is based on projected revenue and expenses for 2023, 2024, and 2025. The Finance, Audit, and Risk (FAR) Committee recommended the PCAF and the Board approved the PCAF recommendation at its December 2022 meeting.

Next steps (if motion approved)

- The 2025 PCAF will be set at \$8 per Registrant.

- The FAR Committee will consider the PCAF for 2026 at their pre-budget meeting in August 2023.

Appendix

- None



BRIEFING NOTE: For decision by the Members

| Engineers Canada Bylaw amendment | | 7 |
|----------------------------------|---|---|
| Purpose: | To propose an amendment to the “2/3-60% Majority” required for resolutions to pass at Engineers Canada meetings of Members | |
| Motions to consider: | <p><i>(a) THAT the term and definition of “2/3-60% Majority” in Section 1.1 of the Engineers Canada Bylaw be deleted and replaced with the following:</i></p> <p style="padding-left: 40px;">“3/4 Majority” means a resolution passed by a minimum of three-quarters of the Members voting.”</p> <p><i>(b) AND THAT the references to “2/3-60% Majority” in Articles 2.1(m) and 3.4(2) of the Engineers Canada Bylaw be replaced with the term “3/4 Majority”.</i></p> | |
| Vote required to pass: | 2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants) | |
| Prepared by: | Pal Mann, P.Eng., CEO & Registrar, Engineers Nova Scotia Janet Bradshaw, P. Eng., CEO & Registrar, PEGNL Lia Daborn, CEO & Registrar, APEGNB Jim Landrigan, P.Eng., ED Engineers PEI | |
| Presented by: | Denise Pothier, P.Eng., President, Engineers Nova Scotia | |

Problem/issue definition

Background

- Under the Engineers Canada Bylaw, “all questions arising at a meeting of Members require a resolution passed by at least a “2/3-60% Majority.” The term “2/3-60% Majority” is defined in Section 1.1, and requires that all Member resolutions must not only be supported by two-thirds of the Members voting, but that the two-thirds of Members supporting the motion must represent a minimum of sixty percent of Registrants¹. Unlike Engineers Canada Board meetings at which only specific votes require a “2/3 Majority” (see Engineers Canada Bylaw Sections 5.7 and 5.8), all votes at a meeting of Members – regardless of the question – require a “2/3-60% Majority” to pass.
- All four Atlantic Regulators believe that the “2/3-60% Majority” requirement to pass resolution on all questions arising at a meeting initially put in place does not reflect the intent of the Federation now and into the future.

¹ “Registrants” is defined within the Bylaw as an individual registered with a Member at December 31st, with the exception of applicants, students, and those registered solely as a geoscientist or geoscientist in training.

Discussion

- In the Articles of Continuance and the [Guiding Principles](#), the purpose of Engineers Canada is to **serve the collective interests of the Regulators**, to promote and maintain the interests, honour, and integrity of the Canadian engineering profession, and to do all such lawful things as are incidental to or conducive to the attainment of the foregoing, including to **serve the Regulators** and strengthen the profession by:
 - Accrediting undergraduate engineering programs.
 - Facilitating and fostering working relationships between and among the Regulators.
 - 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.
 - Offering national programs.
 - Advocating to the federal government.
 - Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
 - Managing risks and opportunities associated with mobility of work and practitioners internationally.
 - Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.
 - Promoting diversity and inclusivity in the profession that reflects Canadian society.
 - Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects
- Of these ten (10) “core purposes,” only one, “*Offering national programs*”, focuses on direct support of all ~300,000 individual Registrants across Canada. The other nine (9) focus on supporting the work of provincial and territorial Regulators equally. Engineers Canada’s prime business is focused on delivering outcomes for the Regulators that support the regulation of engineering, not on delivering outcomes for individual Registrants.
- To fund this service to all Regulators, Engineers Canada uses *per capita* funding proportional to provincial and territorial registration numbers, and affinity program funding generated by participating Regulators, in an **equitable** funding model. This revenue supports all Regulators **equally**; the functional and program needs of a small Regulator are identical to those of a larger Regulator, albeit at a reduced scale, and decisions made at the Members’ table affects all constituent associations of the Federation equally.
- In a national scan, the voting model described in the Engineers Canada Bylaw differs from the national voting schemes of several national federations of regulators. Voting at these forums is based on one vote per member, with no weighting of votes, or consideration of the size of constituent associations²:
 - Geoscientists Canada
 - Chartered Professional Accountants Canada
 - Federation of Law Societies of Canada
 - Canadian Dental Regulatory Authorities Federation
- Regulators do not, and should not, put the needs or wants of their Registrants ahead of effective regulation of the profession and the public interest. As a federation of 12 engineering Regulators, whose common purpose is to ensure competent, licensed, and ethical practice of engineering in the public interest, the two questions that drive this motion are:
 - a. Should Engineers Canada, as a federation of engineering Regulators, be governed by the will of a majority of Registrants, or by the will of a majority of Regulators?

² There is no equivalent national federation for the regulators of physicians and surgeons, or nurses

- b. Should any combination of a minority of Regulators have the ability to defeat a motion simply because they represent more Registrants than the others?
- The dysfunction of the current model was clearly evident at the meeting of Members held in May 2022, when 10 of 12 Regulators – a significant representation of the **collective interest** of the Regulators - voted for a change but could not affect it. Even though the proposed motion would have little to no impact on Registrants, two Regulators representing more than 40% of Registrants opposed the motion.
 - Engineers Canada’s equitable funding model asks each Regulator to contribute based on its size³. Financial funding, however, is not the only support that Regulators provide to Engineers Canada governance and operations. Person-hours provided by staff and volunteers to the Board, to committees, to groups, to task forces, and to document review, is a significant in-kind contribution - particularly for Regulators with smaller staffs and Registrant bases. Smaller Regulators are taxed to participate appropriately in the various Engineers Canada initiatives; considering the proportional weight of these contributions, all Regulators should be treated equally in the Member decision-making process.
 - The equity in Engineers Canada’s funding model should be continued in its voting model. Arguments have been made in support of the existing voting structure that the larger Regulators contribute more funding to Engineers Canada, therefore they should have greater weight in voting. This is an inequitable and non-inclusive governance model.
 - To achieve equity in the voting model reflecting the **collective interests** of the Regulators, it is proposed that a **3/4 Majority** of Members voting is required to successfully pass a motion. The 75% threshold, with no caveat on the number of Registrants represented, serves two purposes:
 - a. The higher threshold (3/4 versus 2/3) will reduce any perceived risk of smaller regulators (YK, NT/NU, SK, MB, NB, PE, NS, NL) controlling the agenda as a resolution would require at least one Member from the larger regulators (BC, AB, ON, or QC) to vote in favour for it to be passed; and
 - b. It removes the perception that the Federation of Regulators is controlled by the self-interest of Registrants.
 - No amendments are proposed to the voting structure of the Engineers Canada Board as there is no reference to percentage of registrants in the Bylaw; the number Board directors appointed accounts for the number of registrants in each jurisdiction.

Proposed action/recommendation

- That the Members vote to approve the proposed changes to the Engineers Canada Bylaw.

Other options considered

- N/A

Risks

- If resolutions that are put forward and supported by a majority of Regulators that represent less than 60% of the Engineers Canada Registrants continue to be defeated by a minority of Regulators with larger Registrant bases, it will affect the credibility of the Federation as a body that serves the collective interests of the Regulators.

Financial Implications

- N/A

Benefits

- Adopting a more equitable governance framework, which grants equal weight to the vote of each Member, will lead to a more united profession; it will foster an equitable and inclusive relationship amongst Members that meets the spirit and intent of a federated model expected in this day and age.

Consultation

- The CEOs and the councils/boards of the four Atlantic engineering Regulators (Engineers Nova Scotia, Engineers PEI, Professional Engineers and Geoscientists New Brunswick, and Professional Engineers and Geoscientists Newfoundland) contributed to this proposed motion. The issue was discussed during an ad hoc CEO's meeting in January 2023, and a draft version was provided to all regulators in advance of submission to Engineers Canada as part of the 2023 Annual Members' Meeting agenda.

Next steps (if motions approved)

- The Bylaw amendments will take effect immediately.

Appendix

- **Appendix 1:** Proposed Amendments to the Engineers Canada Bylaw

³ When compared as a percentage of annual operating budgets, Engineers Nova Scotia paid the highest percentage of any Regulator in 2021 (just under 5% of the total operating budget), while other Regulators paid between 2%-3% of their total budgets. This analysis was completed using the 2021 Regulator annual reports.

A Bylaw relating generally to the business and affairs of ENGINEERS CANADA

BE IT ENACTED as a Bylaw of Engineers Canada as follows:

1 INTERPRETATION

1.1 Definitions

All terms contained herein and which are defined in the Act or the Regulations shall have the meanings given to such terms in the Act or Regulations.

"Act" means the *Canada Not-For-Profit Corporations Act*, S.C. 2009, c.23, including Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time.

"Advisor" means a person appointed by Board policy to make recommendations and/or provide key information to the Board.

"Board" means the Board of Engineers Canada comprised of Directors and Advisors.

"Board members" means the Directors and Advisors elected or appointed in accordance with this Bylaw.

"Chief Executive Officers Group" means the group comprised of the chief staff officer of each of the Members.

"Major Capital Project" means a capital project with a value of more than 10% of the annual operating budget.

"Member" means a Member as further defined in Article 2.

"Per Capita Assessment" means the annual amount to be paid by each Member as determined by its number of Registrants, as further defined in Article 7.

"Registrant" means an individual registered with a Member at December 31, with the exception of applicants, students, and those registered solely as a geoscientist or geoscientist in training.

"Secretary" is an office held by the Chief Executive Officer of Engineers Canada or such other person appointed by the Board.

"Special National Initiative" means any project or program which would require a special assessment of Members or an increase in Per Capita Assessment and any major capital project.

"Standards" means accreditation criteria.

"Strategic Plan" means the plan to achieve Engineers Canada's envisioned future.

"Two-thirds (2/3) Majority" means a resolution passed by a minimum of two-thirds of the Board directors voting.

~~**"2/3-60% Majority"** **"Three-quarters (3/4) Majority"** means a resolution passed by a minimum of ~~two-thirdsthree-quarters~~ of the Members voting, ~~who represent a minimum of sixty percent of represented Registrants.~~~~

1.2 Interpretation

In the interpretation of this Bylaw, words in the singular include the plural and *vice-versa*, words in one gender include both genders.

1.3 Language

Equal recognition shall be given to Canada's two official languages in the operation of Engineers Canada. In the event of any inconsistency between the English language text of a Bylaw or other document and the French language text of such Bylaw or other document, the English language text shall govern.

2 MEMBERSHIP

2.1 Membership

Each of the following shall be a Member until such time as its status as a Member is withdrawn or terminated as provided herein, namely:

- (a) Association of Professional Engineers and Geoscientists of Alberta (APEGA);
- (b) Association of Professional Engineers and Geoscientists of New Brunswick (APEGNB);
- (c) Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS);
- (d) Association of Professional Engineers and Geoscientists of the Province of Manitoba (Engineers Geoscientists Manitoba);
- (e) Association of Professional Engineers of Nova Scotia (Engineers Nova Scotia);
- (f) Association of Professional Engineers of Ontario (PEO)
- (g) Association of Professional Engineers of Yukon (Engineers Yukon);
- (h) Northwest Territories Association of Professional Engineers and Geoscientists (NAPEG);
- (i) Ordre des ingénieurs du Québec (OIQ);
- (j) The Association of Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL);
- (k) The Association of Professional Engineers and Geoscientists of the Province of British Columbia (Engineers and Geoscientists British Columbia);
- (l) The Association of Professional Engineers of the Province of Prince Edward Island (Engineers PEI); and
- (m) Other provincial or territorial entities established for the purpose of regulating the practice of engineering in any province or territory of Canada as may be approved by a 2/3-60% majority resolution of the Members.

2.2 Resignation of Membership

A Member may resign from membership by notice in writing to the Secretary not less than twelve (12) months prior to the next following Annual Meeting of Members.

2.3 Termination of Membership

- (1) Membership may be terminated if, at a special meeting of the Members called for such purpose, a resolution is passed terminating such membership, provided that the Member shall be granted the opportunity to be heard at such meeting.
- (2) Notwithstanding a resignation or termination of membership, a Member shall remain liable for payment of outstanding and due Per Capita Assessment up to and including the effective date of the resignation or termination.

3 MEETINGS OF THE MEMBERS

3.1 Notice of Meeting of Members

- (1) Notice of the time and place of a Meeting of Members shall be given to each Member entitled to vote at the meeting and to each Director and the public accountant, if applicable, by telephonic, electronic, or other communication facility during a period of 21 to 35 days before the day on which the meeting is to be held. If a Member requests that the notice be given by non-electronic means, the notice will be sent by mail, courier, or personal delivery.
- (2) A special resolution of the Members is required to make any amendment to this Bylaw to change the manner of giving notice to Members entitled to vote at a Meeting of Members.

3.2 General and Special Meetings

Other meetings of the Members, whether special or general, may be convened at any time and place by order of the President or the President Elect or by the Board or on request by any Member.

3.3 Error or Omission in Notice

The non-receipt of any notice by any Member or Members shall not invalidate any resolution passed or any proceedings taken at any meeting of Members.

3.4 Votes to Govern at Members' Meetings

Each Member present at a meeting shall have the right to exercise one vote. This vote shall be exercised by the current Chair/President of a Member.

- (1) A Member may, by means of a written proxy, appoint a proxy holder to attend and act at a specific meeting of Members, in the manner and to the extent authorized by the proxy.
- (2) All questions arising at a meeting of the Members shall require a resolution passed by at least a ~~2/3-60%~~ 3/4 Majority.
- (3) The Chair of any meeting of Members shall not have the right to vote thereat and, in case of an equality of votes the Chair of the meeting shall have no casting vote and such motion before the Members shall be deemed to be defeated.

3.5 Quorum

- (1) A quorum at any meeting of the Members shall be at least two-thirds of the total number of Members, representing at least sixty percent of the total number of Registrants.
- (2) If a quorum is present at the opening of any meeting of Members, the Members present may proceed with the business of the meeting even if a quorum is not present throughout the meeting.

3.6 Electronic Voting

Meetings of Members may be held entirely by means of a telephonic, electronic or other communication facility.

3.7 Chair

Meetings of the Members shall be chaired by the President of Engineers Canada or a person chosen by the Members.

4 DIRECTORS AND ADVISORS

4.1 Nomination of Directors

- (1) Each Member shall deliver a list of nominees, who are engineers in good standing, to the Secretary for consideration at the Annual Meeting of Members.
- (2) Only individuals nominated in accordance with this nominations policy are eligible to be a Director.

4.2 Composition and Election of Directors

- (a) The number of Directors shall not exceed twenty-three (23).
- (b) Directors shall be elected on the basis of nominations received as follows:
 - Four (4) from the Association of Professional Engineers and Geoscientists of Alberta (APEGA);
 - One (1) from the Association of Professional Engineers and Geoscientists of New Brunswick (APEGNB);
 - One (1) from the Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS);
 - One (1) from the Association of Professional Engineers and Geoscientists of the Province of Manitoba (Engineers Geoscientists Manitoba);
 - One (1) from the Association of Professional Engineers of Nova Scotia (Engineers Nova Scotia);
 - Five (5) from the Association of Professional Engineers of Ontario (PEO);

One (1) from the Association of Professional Engineers of Yukon (Engineers Yukon);
One (1) from the Northwest Territories Association of Professional Engineers and Geoscientists (NAPEG);
Four (4) from l'Ordre des ingénieurs du Québec (OIQ);
One (1) from the Association of Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL);
Two (2) from the Association of Professional Engineers and Geoscientists of British Columbia (Engineers and Geoscientists British Columbia);
One (1) from the Association of Professional Engineers of the Province of Prince Edward Island (Engineers PEI).

4.3 **Advisors**

- (1) The Board may establish policy to appoint persons as Advisors.
- (2) Advisors shall, upon invitation by the Board, be entitled to attend and participate in discussions at meetings of the Board, in whole or in part (as determined by the Board), but shall not have the right to vote thereat.
- (3) Advisors may perform such other duties as shall from time to time be requested by the Board.

4.4 **Remuneration and Expenses**

- (1) Board members shall serve without remuneration.
- (2) Board members shall not receive any financial gain by virtue of serving as a Board member.
- (3) Board members may be reimbursed for reasonable expenses incurred in the performance of duties.

4.5 **Filling Vacancies**

A vacancy occurring in the Board shall be filled by the Members from a list of nominees from the Member that nominated the Director who has left the Board and the Director appointed to fill the vacancy shall hold office for the remainder of the term of the Director who left the Board.

4.6 **Term Limits**

- (1) Directors shall be elected to the Board for a term of three (3) years.
- (2) No Director may be elected to the Board for more than two (2) terms, or a lifetime maximum of six (6) years.
- (3) The foregoing term limits shall not apply to a Director who is elected or confirmed, as applicable, to hold office as President-Elect, President, or Past President prior to the expiration of their second term, in which case they may continue on the Board until they have finished serving as Past President.
- (4) The Members shall have the authority to extend a Director's term beyond those described above, in extenuating circumstances, in order to ensure effective governance.

5 **MEETINGS OF THE BOARD**

5.1 **Number of meetings**

The Board shall hold at least one meeting per fiscal year and as many additional meetings as are deemed necessary, for the purpose of transacting the business of Engineers Canada.

5.2 **Notice**

The President, the President-Elect, or any five (5) Directors may at any time convene a meeting of the Board.

5.3 Open meetings

- (1) Except as provided for in this section, all meetings shall be open to the Members, Advisors, and invited observers.
- (2) A meeting or part of a meeting may be closed to the Members, Advisors, or invited observers by the Chair of the meeting at his or her discretion if the subject matter being considered concerns:
 - (a) the security of Engineers Canada;
 - (b) personal matters about an identifiable individual;
 - (c) the proposed or pending acquisition of assets by Engineers Canada;
 - (d) litigation or potential litigation;
 - (e) the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and
 - (f) any other matter which the Board determines.

5.4 Quorum

- (1) At any meeting of the Board, a majority of the total number of Directors shall constitute a quorum. Provided a quorum is present at the beginning of a meeting, the meeting may continue or adjourn even though Directors leaving reduce the number to less than a quorum.
- (2) Directors who have declared a conflict of interest on a particular question shall be counted in determining a quorum. Notwithstanding any vacancy among the Directors, a quorum of the Board may exercise all the powers of the Board.

5.5 Voting

- (1) Each Director shall have one vote at meetings of the Board.
- (2) Any question arising at a meeting of the Board shall be decided in accordance with *Robert's Rules of Order*, unless otherwise provided in this Bylaw.

5.6 Absentee Directors

If a Director is absent from a meeting of the Board, the Member that nominated that Director may send an observer. Such observer may participate in discussions.

5.7 Approvals Requiring Two-thirds Majority

A Board resolution passed by a majority of not less than two-thirds of the votes cast on that resolution is required to make a decision in respect of the following matters:

- (a) Board Recommendations required in section 5.8;
- (b) Approval of the Budget or any amendments thereto;
- (c) Adoption, amendment, or repeal of any Board policies or procedures;
- (d) Adoption, amendment, or repeal of Standards; and
- (e) Board decisions in respect of any litigious or potentially litigious matters that may endanger the organization's public image, credibility, or its ability to fulfill the purposes.

5.8 Board Recommendations

The Board shall submit recommendations to the Members on the following matters, by a vote passed by a majority of not less than two-thirds of the votes cast, provided that no decision in respect thereof shall have any force or effect until approved by the Members in accordance with section 3.4 of this Bylaw:

- (a) Approval of the Strategic Plan;
- (b) The amount of the Per Capita Assessment;
- (c) Approval of Special National Initiatives; and

(d) Amendment or repeal of the Articles of Continuance (which includes changes to Engineers Canada's name and purposes) or Bylaw.

5.9 Minutes of Meetings

The minutes of all meetings of the Board shall be sent to all Board members and to all Members.

6 OFFICERS

6.1 The officers shall be the President, the President-Elect, the Past President, the Chief Executive Officer, the Secretary and such other officers as the Board may from time to time by resolution determine.

6.2 Any officer may be removed at any time by a two-thirds majority resolution of the Board.

7 PER CAPITA ASSESSMENT

7.1 Prior to January 31st of each year, each Member shall report the number of Registrants in its association.

7.2 No later than January 1st of each year, the Board shall recommend to the Members the amount of the Per Capita Assessment that will be in effect on the second following January 1st. The Members will consider the recommendation and finalize the amount of the Per Capita Assessment no later than July 1st of each year with the decision by the Members to take effect on the second following January 1st (18 months notice).

7.3 Each Member shall pay to Engineers Canada the Member-approved Per Capita Assessment per Registrant within two months of receipt of invoice for same or pursuant to payment schedule reflective of the Member's registrant payment schedule.

7.4 In the event that the Members are unable to finalize the amount of the Per Capita Assessment by July 1st, the Per Capita Assessment last determined by the Members shall remain in effect.

8 AUDITOR

8.1 The Members shall appoint a chartered professional accountant (CPA) licensed to practise public accounting in Ontario as auditor of Engineers Canada annually.

8.2 The auditor shall audit the accounts of Engineers Canada after the close of the fiscal year and make a report thereon, and on the financial statements of Engineers Canada, to the Members at the Annual Meeting of Members.

9 FISCAL YEAR

9.1 The financial year of Engineers Canada shall be the calendar year.

10 RULES OF ORDER

10.1 In all cases for which no specific provision is prescribed by law or made in the Bylaw, the rules and practice of the latest edition of *Robert's Rules of Order* shall govern as far as applicable, provided that no action shall be invalid by reason only of a failure to adhere to such rules.

11 AMENDMENT OF BYLAW

11.1 A proposal for the amendment or repeal of the Bylaw may be put forward by a Member.

BRIEFING NOTE: For decision by the Members

| Election of Directors | | 8 |
|-------------------------|--|---|
| Purpose: | To elect the Engineers Canada's Directors | |
| Motion(s) to consider: | <p><i>THAT the following Directors be elected for the terms indicated below:</i></p> <ul style="list-style-type: none"> • <i>Tim Joseph (incumbent), nominee from Alberta (2023-2026)</i> • <i>Heather Kennedy, nominee from Alberta (2023-2026)</i> • <i>Sudhir Jha (incumbent), nominee from Northwest Territories and Nunavut (2023-2026)</i> • <i>Nancy Hill (incumbent), nominee from Ontario (2023-2025)</i> • <i>Tim Kirkby, nominee from Ontario (2023-2026)</i> • <i>Sophie Larivière-Mantha, nominee from Quebec (2023-2026)</i> • <i>Menelika Bekolo Mekomba, nominee from Quebec (2023-2026)</i> • <i>Nicolas Turgeon (incumbent), nominee from Quebec (2023-2026)</i> | |
| Votes required to pass: | 2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants) | |
| Prepared by: | Joan Bard Miller, Manager, Governance and Board Services | |
| Presented by: | Kathy Baig, Engineers Canada President, and Director from Quebec | |

Problem/issue definition

- The Engineers Canada Bylaw requires that each Member deliver a list of nominees, who are engineers in good standing, to the Engineers Canada Secretary, for consideration at the Annual Meeting of Members. Only individuals nominated in accordance with the nomination policy set out in the Bylaw are eligible to be a Director.
- In the call for Director nominees, Members are provided with Board policy 4.8, *Board Competency Profile*, which describes the Director skills, attitude and knowledge areas that are desired to serve the interests of Engineers Canada and the Regulators. The profile also contains information on the preferred experiences, including diverse lived experiences, that are desired in Director nominees.

Proposed action/recommendation

- That the Members approve the list of Director nominees, for the specified terms.

Other options considered

- N/A

Risks

- N/A

Financial implications

- Directors serve without remuneration but may be reimbursed for reasonable expenses incurred in the performance of duties.

Benefits

- The Board will benefit from having a sustained membership to support its work.

Consultation

- N/A

Next steps (if motion approved)

- Engineers Canada will update its corporate filings with the new Director information.

Appendix

- N/A