

AGENDA

Annual Meeting of the Members May 29, 2021 | 10:00 am – 11:30 am (ET) (line opens at 9:30am ET) Virtual delivery | Zoom details are provided via outlook calendar invitation

Please refer to the **Bylaw**

1.	Call to order and introductions – J. Boudreau, President, Engineers Canada
2.	Approval of agenda – J. Boudreau THAT the agenda be approved and the chair be authorized to modify the order of discussion.
3.	Approval of minutes – J. Boudreau (page 3 to 8) THAT the minutes of the annual meeting of members held May 23, 2020 be approved.
4.	 Reports to the Members for information – G. McDonald (page 9 to 50) a) Engineers Canada Annual Report b) Annual Strategic Performance Report
5.	2022-2024 Strategic Plan – J. Boudreau (page 51 to 62) THAT the 2022-2024 Strategic Plan be approved.
6.	 Audited financial statements and appointment of auditors – D. Gelowitz (page 63 to 82) 6.1. Audited financial statements THAT the financial statements for the fiscal year ending December 31, 2020, as audited by KPMG LLP, be approved. 6.2. Appointment of auditors THAT KPMG LLP be appointed as the public accountant to audit the accounts of Engineers Canada for the 2021 fiscal year, on recommendation of the FAR Committee.
7.	2023 Per Capita Assessment Fee – D. Gelowitz (page 83 to 84) THAT the 2023 Per Capita Assessment Fee remain at \$10.21 per Registrant.
8.	 By-law amendments – N. Hill (page 85 to 94) THAT the By-law be amended as follows: 1.1 "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 <u>7</u>-8. 5.8 "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 By-law: (b) Amendments to <u>The amount of the</u> Per Capita Assessment

9.	Election of Directors – J. Boudreau THAT the following Directors be approved for the terms indicated below:					
	Director name	Jurisdiction	Term			
	Natasha Avila	Alberta	2021-2024			
	Dawn Nedohin-Macek	Manitoba	2021-2024			
	Darlene Spracklin-Reid	Newfoundland and Labrador	2021-2024			
	Arjan Arenja	Ontario	2021-2024			
	Marisa Sterling	Ontario	2021-2024			
	Geoff Connolly	Prince Edward Island	2021-2024			
	Anne Baril	Quebec	2021-2024			
	Stormy Holmes	Saskatchewan	2021-2024			
	Alison Anderson	Yukon	2021-2024			
10.	Other business (if any)					
11.	 Next Annual Meeting of Members May 28, 2022 (Toronto, ON) 					
12.	. Closing					



Draft Minutes of the 185th Annual Meeting of Members (AMM)

May 23, 2020 9:30am-11:00am CT via webinar

The following Members were in attendance					
APEGA represented by J. Van der Put, President	Engineers PEI represented by W. Weeks, President				
APEGNB represented by M. Rose, President	Engineers Yukon represented by C. Dixon, President				
APEGS represented by A. Lockwood, President	NAPEG represented by J. Hazenberg, President				
Engineers & Geoscientists BC represented by L. Mah, President	OIQ represented by K. Baig				
Engineers Geoscientists MB represented by J. Paliwal, President	PEGNL represented by D. Goosney, President				
Engineers Nova Scotia represented by A. Veinotte, President	PEO represented by M. Sterling, President-Elect (by proxy)				
The following directors were in attendance					
D. Lynch, President, APEGA	D. Gelowitz, APEGS				
J. Boudreau, President-Elect, APEGNB	J. Holm, Engineers & Geoscientists BC				
A. Bergeron, Past-President, PEO	C. Lamothe, OIQ				
K. Baig, OIQ	D. Nedohin-Macek, Engineers Geoscientists MB				
C. Bellini, PEO	K. Reid, PEO				
T. Brookes, NAPEG	C. Sadr, PEO				
J. Card, PEGNL	J. Tink, APEGA				
L. Champagne, OIQ	R. Trimble, Engineers Yukon				
D. Chui, PEO	M. Wrinch, Engineers & Geoscientists BC				
L. Doig, APEGA	C. Zinck, Engineers Nova Scotia				
J. Dunn, Engineers PEI					
The following incoming directors were in attendance					
M. Belletête, OlQ	S. Jha, NAPEG				
V. Benz, APEGA	T. Joseph, APEGA				
N. Hill, PEO	N. Turgeon, OIQ				
The following observers were in attendance					
L. Benedicenti, Chair, CEAB	M. Mahmoud, Vice-Chair, CEQB				
J. Bradshaw, CEO & Registrar, PEGNL	P. Mann, CEO Engineers Nova Scotia				
L. Daborn, CEO, APEGNB	B. McDonald, Executive Director, APEGS				
A. English, CEO & Registrar, Engineers & Geoscientists BC	M. Milligan, ABET				
J. Epp, Past-President, Engineers Geoscientists MB	J. Nagendran, Registrar & CEO, APEGA				
S. Grant, TD Insurance	B. Pearse, President-Elect, APEGA				
L. Golding, Executive Director & Registrar, NAPEG	S. Perruzza, CEO, OSPE				
D. lacona, ABET	J. Samaras, Manulife				
D. Kelly, President, ABET	M. Stiles, TD Insurance				
K. King, Executive Director, Engineers Yukon	M. Stothart, Incoming President, APEGNB				
G. Koropatnick, CEO, Engineers Geoscientists MB	W. Vasquez, President, CFES				
J. Landrigan, Executive Director & Registrar, PEI	R. Wilson, Hub International				
R. LeBlanc, Chair, CEQB	J. Zuccon, Registrar, PEO				

The following staff were in attendance					
A. Gaucher, Executive Assistant	S. Price, Executive Vice President, Regulatory Affairs				
R. Gauthier, Executive Assistant	L. Scott, Manager, Member Services				
B. Gibson, Manager, Communications	E. Spence, Legal Counsel and Corporate Secretary				
C. Mash, Governance Administrator	L. Tremblay, Meeting and Event Planner				
G. McDonald, CEO	J. Southwood, VP, Corporate Affairs & Strategic Partnerships				
E. McParland, Planning, Event, and Change Practitioner	M. Warken, Manager, Accreditation Board				
M. Ouellette, Manager, Qualifications Board	D. Villeneuve, IT Infrastructure Specialist				

1. Call to order and introductions

D. Lynch called the Annual Meeting of Members (AMM) to order at 9:42am (CT). Participants were welcomed and the land was acknowledged. Directors and staff were introduced.

2. Approval of the chair for the 2020 AMM

The Members chose to appoint an individual other than the president of Engineers Canada to chair meeting, and suggested that Jonathan Epp, Past-President of Engineers Geoscientists Manitoba assume the role.

Members' motion 2020-05-1D

Moved by A. Lockwood, seconded by J. Van der Put THAT Jonathan Epp, Past-President, Engineers Geoscientists Manitoba, be approved to serve as chair for the remainder of the 2020 AMM. Carried

Following the approval, J. Epp assumed the role and presented the digital housekeeping procedures to be followed. Members were introduced and stated their ability to participate in the meeting. It was confirmed that quorum was present with all twelve regulators represented. Confirmation of proxy was received from PEO president.

3. Approval of agenda

The agenda was pre-circulated. It was noted that future virtual meetings should begin later in the day, to accommodate time zones across Canada.

Members' motion 2020-05-2D

Moved by L. Mah, seconded by D. Goosney THAT the agenda be approved and the chair be authorized to modify the order of discussion. Carried

4. Approval of minutes

The minutes were pre-circulated.

Members' motion 2020-05-3D Moved by J. Hazenberg, seconded by J. Paliwal THAT the minutes of the Annual Meeting of Members held May 25, 2019 be approved. Carried

5. Reports to the Members for information

D. Lynch presented the annual reports, both pre-circulated with the agenda book. The reports are intended to be reviewed together to provide a fulsome summary of the work completed in 2019, noting that both documents are aligned to the approved *2019-2021 Strategic Plan*.

a) Engineers Canada annual report

No discussion was had.

b) Annual strategic performance report

The following discussion was captured:

- What is the level of engagement of Indigenous Peoples in the work on Operational imperative 9? J. Southwood reported that the membership of the "Indigenous Advisory Committee", the latest Engineers Canada operational committee, consists of approximately six (6) Indigenous engineers and engineers in training. There remains one vacancy, with consideration being made to geographical and engineering-discipline representation in selecting a candidate.
- In light of fact that reporting is indicating positive results, should Engineers Canada be considering more ambitious activities, even if it means that the reporting is less positive? D. Lynch noted that some of the activities have recorded fewer positive results over the year, and that the quarterly results process has allowed for catching deviations early enough to ensure they can be mediated effectively.
- What are the current projections for achieving 30 by 30? J. Southwood reported that this past year, 18.1% of newly-licensed engineers were identified as women. Projections to 2030, if continuing with the same activities, indicate that 22%-23% will be more likely achieved than the goal of 30%. Substantial change is being encouraged through strategic priority 3, and Engineers Canada has received valuable feedback from the regulators on this work, and that will be reflected in the 2020-Q3 reporting period.
- There is concern that licensed engineers coming from abroad will artificially boost the 30 by 30 numbers, while a focus should be made on young girls in Canada and ensuring they are made aware of engineering as a potential career path. D. Lynch highlighted the work with Girl Guides as a strong grassroots initiative that has brought awareness to over 4000 Canadian badge-holders, in addition to camp partnerships that reach the target demographic of girls up to grade 12. This goal depends on efforts from the regulators and the HEIs, in addition to Engineers Canada. The current strategic plan activities are generating important data required to make sound decisions on future budget allocation, and strategies are being developed to further accelerate this work through the 2022-2024 strategic plan.

6. Audited financial statements and appointment of auditors

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

6.1. Audited financial statements

L. Doig responded to the following questions:

 Were there any major operation fraud risks raised by the auditors? L. Doig reported that FAR met with the auditor for both a presentation and an in-camera session to focus on any operational issues, and KPMG confirmed that there were no areas of material concern. FAR has suggested that the audit for 2020 focus on procurement processes and policies. • The significant revenue difference from 2018 to 2019 results predominantly from the timing of the PEO decision on participating in the affinity program. This decision was delayed in 2018, resulting in two-years of revenue recorded in 2019.

Members' motion 2020-05-4D

Moved by J. Van der Put, seconded by A. Lockwood THAT the Members approve the Engineers Canada financial statements for the year ending December 31, 2019, as audited by KPMG LLP.

Carried

6.2. Appointment of auditors

It was noted that the auditor term is five-years, and that the next auditor selection process will occur in 2023.

Members' motion 2020-05-5D

Moved by M. Sterling, seconded by L. Mah THAT KPMG LLP be appointed as the public accountant to audit the accounts of Engineers Canada for the 2020 fiscal year, as recommended by the FAR Committee. Carried

7. Bylaw amendments

D. Lynch presented the pre-circulated Bylaw amendments and highlighted the benefits of the proposal. The following process was confirmed:

- Board members will approve the 2021 budget with three-year projections and the recommended per capita assessment amount in December 2020.
- The Members will be formally provided with the recommendation before January 1, 2021, for approval at the 2021 AMM held in May.
- The decision at the AMM would be made using the voting structure required for all meeting of Members decisions; 2/3 of Members representing 60% of registrants, with each regulator having one vote to cast. Each regulator would be represented by one individual, typically their president, or other designated proxy.

Members' motion 2020-05-6D

Moved by M. Rose, seconded by J. Hazenberg

THAT the Bylaw be updated as follows:

7.2. No later than January 1_{st} 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 1_{st} . The Members will consider the recommendation and finalize the amount of the Per Capita Assessment no later than July 1^{st} of each year with the decision by the Members to take effect on the second following January 1_{st} (18 months notice).

7.2. 7.3. Each Member shall pay to Engineers Canada the Member-approved Per Capita Assessment of \$10.21 per Registrant within two months of receipt of invoice for same or pursuant to payment schedule reflective of the Members registrant payment schedule.

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

8. Election of directors

J. Epp presented the motion as circulated in the agenda book, noting that an amendment is required to include incoming president Jean Boudreau's term extension.

It was confirmed that the directors who have been nominated have confirmed fiduciary obligations and duties to Engineers Canada. The incoming directors have also attended the first of two orientation sessions, where fiduciary responsibilities were clarified.

Members' motion 2020-05-7D

Moved by A. Lockwood, seconded by M. Sterling

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

Director name	Jurisdiction	Term
Victor Benz	Alberta	2020-2023
Tim Joseph	Alberta	2020-2023
Jeff Card	Newfoundland and Labrador	2020-2023
Sudhir Jha	Northwest Territories and Nunavut	2020-2023
Danny Chui	Ontario	2020-2023
Nancy Hill	Ontario	2020-2023
Justin Dunn	Prince Edward Island	2020-2023
Maxime Belletête	Quebec	2020-2023
Nicolas Turgeon	Quebec	2020-2023

Members' motion to amend 2020-05-7.1D

Moved by M. Rose, seconded by A. Veinotte

To amend the existing motion to include the election of Jean Boudreau to the Board of directors for a twoyear term beginning in 2020 and ending in 2022. Carried

Amended Members' motion 2020-05-7D

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

Director name	Jurisdiction	Term
Victor Benz	Alberta	2020-2023
Tim Joseph	Alberta	2020-2023
Jean Boudreau	New Brunswick	2020-2022
Jeff Card	Newfoundland and Labrador	2020-2023
Sudhir Jha	Northwest Territories and Nunavut	2020-2023
Danny Chui	Ontario	2020-2023
Nancy Hill	Ontario	2020-2023
Justin Dunn	Prince Edward Island	2020-2023
Maxime Belletête	Quebec	2020-2023
Nicolas Turgeon	Quebec	2020-2023

Carried

Incoming directors were congratulated.

9. Other business

It was clarified that special meetings of the Members can be convened by order of the Engineers Canada President, the President-Elect, by the Board, or on request by any Member, as per Bylaw section 3.2.

10. Next meetings

The next AMM is scheduled for May 29, 2021 in Halifax, NS.

11. Closing

With no further business to address, the meeting was adjourned at 10:50am CT.

Members' motion 2020-05-8D Moved by L. Mah, seconded by K. Baig THAT the meeting be completed. Carried

Note: The primary version of the 2020 Annual Report is published as an HTML web document at https://engineerscanada.ca/about/annual-reports/2020-annual-report. Enclosed is a PDF version of the report.



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President's message

2020 was a year of great change and transformation. Challenges presented by the COVID-19 pandemic ignited a shift in the way we interact, live our lives, and conduct business. Health measures led to the transition of all face-to-face Engineers Canada operations to online, and reshaped how we deliver our services and carry out our core activities. In an extremely fluid environment, the road ahead was uncertain, and yet, we made significant strides in 2020. In the second year of Engineers Canada Strategic Plan 2019-2021, a great deal of progress was made to drive our strategic goals forward.

2020 saw a sharpening focus on refining the accreditation program, a core activity of Engineers Canada. As we continue to improve the transparency and effectiveness of the accreditation system, the Accountability in Accreditation annual evaluation framework was officially launched. This unique framework operationalizes part of our current strategic plan and will help to monitor and improve the accreditation process. Alongside the work guided by our strategic plan, some additional accreditation activities undertaken in 2020 reflected the changes that surrounded us. Challenged by the impacts of COVID-19, the accreditation program shifted focus to support the move to virtual delivery of engineering undergraduate programs by our higher education institutions (HEIs). This included the extension of all accreditation periods by one year, a move to virtual visits for new programs only, the development of processes for virtual



accreditation visits, and the start of a working group on "student learning experiences in the age of COVID-19".

2020 was also marked by global change on the equity, diversity and inclusion (EDI) front. In our continued effort to embrace all aspects of EDI in the engineering profession, key advances were made in 2020. This included our submission to the federal government's House of Commons Standing Committee on the Status of Women on the "Impacts of the COVID-19 Pandemic on Women", the development of our "Changing the Culture for Engineering Employers" guide, internal training on Indigenous history and experiences, the development of a "Guide to Acknowledging First People and Traditional Land", as well as networking and collaborating with the Indigenous community.

In the midst of a changing environment, the attention to our mission remained focussed. A primary reason that Engineers Canada exists is to support consistent high standards in the regulation of engineering. Within the last year, we saw an increased adoption of the online competency-based assessment among regulators across Canada. The implementation of this system carves a path toward a more consistent and efficient way of measuring a candidate's readiness for licensure as an engineer.

In an effort to encourage more young people across Canada to consider a career in engineering, our promotion and outreach activities went completely virtual for the first time. Engineers Canada worked collaboratively with engineering regulators from coast-to-coast-to-coast to continue the delivery of National Engineering Month and the Future City program through a successful social media campaign and virtual activities.

The COVID-19 pandemic drove significant changes, not only for the world around us, but also for how Engineers Canada serves as a progressive force in engineering. Challenges met this year created new opportunities and I am proud of Engineers Canada's successes in adapting to the rapid changes. While further uncertainty lies ahead, 2021 also brings new opportunities to continue to promote and enhance the engineering profession with an agile edge.

Sincerely, Jean Boudreau, FEC, P.Eng. President, Engineers Canada



Strategic priority 1 Accreditation Improvement Program



Strategic priority 4 Competency Based Assessment Project



Operational imperative 3: Services and tools



Operational imperative 6: Monitoring, researching, and advising



Operational imperative 9: Diversity



Strategic priority 2 Accountability in Accreditation



Operational imperative 1: Accreditation



Operational imperative 4: National programs



Operational imperative 7: International mobility



Operational imperative 10: Protecting official marks



Strategic priority 3 Recruitment, Retention, and Professional Development of Women in the Profession



Operational imperative 2: Regulator relationships



Operational imperative 5: Advocating to the federal government



Operational imperative 8: Promotion and outreach



Governance



Financial Statements

Strategic priority 1: Accreditation Improvement Program

The Accreditation Improvement Program (AIP) is a coordinated effort to improve the delivery of accreditation for undergraduate engineering programs and of the annual Enrolment and Degrees Awarded Survey. The AIP reached several key milestones during 2020.

One of the main objectives of the AIP is to improve performance of the annual Enrolment and Degrees Awarded Survey process. Following the first delivery of the survey using our new data management tool for accreditation, Tandem, in 2019, we made improvements to the survey based on feedback from users and Engineering Deans Canada. Overall, the feedback received was positive, with several improvements identified with regard to the survey content and instructions. These were implemented in the 2020 survey.

We also continued work to configure Tandem for the accreditation

process. Our project team and the AIP System Advisory Committee explored options to configure the system to capture data from programs demonstrating compliance with the CEAB accreditation criteria. This work will reduce duplicate data entry and improve user experience as we move away from a complex macro-enabled Excel-based tool toward a more integrated, user-friendly platform. Our work this year moves us closer to decommissioning our aging accreditation volunteer database, leveraging collaboration tools for accreditation visiting teams to write their reports, and centralizing accreditation decision data for analysis.

Finally, the continual improvement process was successfully operationalized and is being managed by the accreditation team. This repeatable process provides a framework for identifying, prioritizing, and responding to feedback from accreditation stakeholders and Enrolment and Degrees Awarded Survey respondents. The process is a cornerstone of the Accreditation Improvement Program and is key to ensuring the long-term success of the Program beyond 2020.

Strategic priority 2: Accountability in Accreditation

Accountability in Accreditation is a unique Engineers Canada program designed to continually improve the transparency and effectiveness of the accreditation system. In recent years, the Board, regulators, and HEIs have called for greater transparency from the Canadian Engineering Accreditation Board (CEAB). As a result, Accountability in Accreditation was established as a strategic priority in the Engineers Canada 2019-2021 Strategic Plan.

In keeping with the direction of the strategic plan, the CEAB approved and implemented the Accountability in Accreditation Evaluation Strategy in June. Through this strategy, the CEAB will annually assess the effectiveness, trustworthiness, transparency, and efficiency of the accreditation process.



Finally, the issue of required number of AUs was successfully addressed. After extensive research and collaboration, the Engineers Canada Board reduced the minimum required accreditation units of a program from 1,950 to 1,850. While the total requirement was reduced, requirements for specific curriculum components (including those in mathematics, natural sciences, complementary studies, engineering science, and engineering design) remain unchanged.

Strategic priority 3: Recruitment, Retention, and Professional Development of Women in the Profession

Through the 30 by 30 initiative, Engineers Canada aims to increase the the percentage of newly licensed engineers who are women to 30 percent by 2030. In collaboration with the regulators, post-secondary institutions, and employers, best practices, resources and research on women in engineering were created in 2020. Data provided by the regulators in the



Tandem is Engineers Canada's data management system for accreditation.



2020 Membership Report, which covers the 2019 calendar year, indicates that the representation of engineering members who are women has increased from 13.5 per cent to 14 per cent since the previous year, and the number of engineers-in-training (EITs) who are women increased by 1 per cent to 22 per cent. Overall, 17.9 per cent of newly licensed engineers were women. There is still a great deal of work to do to address the lower representation of women and the 30 by 30 Champions network has continued to deepen its understanding of the barriers to success and how to overcome them.

Despite the impacts of COVID-19, the 30 by 30 initiative took several steps to increase equity, diversity and inclusion of women in engineering. Throughout 2020, Engineers Canada continued to convene the 30 by 30 Champions in quarterly virtual meetings for the four working groups: K-12, Post-Secondary, Early Career, and Industry. The working groups discussed strategies for increasing member and student engagement during the pandemic, online resources for women, and recent data on women in engineering.

Working with the 30 by 30 K-12 Working Group, we published a guide to assist engineering outreach programs address gender stereotypes, promote the engineering profession, and embed equity and inclusion throughout their work. The **30 by 30 K-12 Outreach Guide** is intended for



programs that offer engineering outreach activities to children and youth, of any gender, from kindergarten through high school.

Understanding that engineering employers play a vital role in influencing the recruitment, retention, and professional development of women, we developed the **Changing the Culture for Engineering Employers** guide.

In collaboration with the regulators, we conducted a gender-based analysis (GBA+) of national engineering licensure assistance and employer awareness programs and published the report in early 2021. As part of this report, we developed a 30 by 30 scorecard to increase the metrics being tracked and provided a framework for setting targets towards 30 by 30 with the regulators. June 23, 2020 marked the annual International Women in Engineering Day (INWED), a day to celebrate the work of women in engineering around the world.

In addition, the theme of INWED 2020, #ShapeTheWorld, provided an opportunity to highlight the important contributions that women make in their communities through their engineering work. With that, we spotlighted women in engineering who shared their stories on how they have marshalled their skills and resources to help overcomes the challenges of COVID-19.

Strategic priority 4: Competency-Based Assessment project

In the strategic plan, the Engineers Canada Board indicated its continuing prioritization to support a national online system that will provide competency-based assessments for candidates seeking licensure as engineers. In 2020, this priority saw notable advances on the path to a transparent and standardized method of assessing engineering experience.

Since 2017, Engineers Canada has been working with Engineers and Geoscientists British Columbia to make their online system available to engineering regulators across Canada. In 2020, the Competency-Based Assessment System was launched, and fully adopted by three regulators: Engineers and Geoscientists BC, the Association of Professional



Engineers and Geoscientists of Saskatchewan (APEGS), and Engineers PEI. Three additional regulators have already transitioned or are anticipating to complete their transition in 2021: Engineers and Geoscientists New Brunswick (APEGNB), Professional Engineers and Geoscientists Newfoundland and Labrador (PEGNL), and Engineers Geoscientists Manitoba.

At the end of November, the Canadian environment experience competencies were completed and implemented within the system. Admissions officials across the 12 regulators identified eight of the 34 competencies that must be achieved within Canada or "equivalent" to Canada to ensure sufficient knowledge on Canadian laws, practices, standards, codes, conditions, and climate. These competencies were included as a replacement for the strict local and time-bound experience requirement that various human rights and fairness commissioners have found to be an unfair barrier to licensure. These Canadian competencies are now available to all regulators who are using the online system. Applicants who are unable to sufficiently demonstrate their achievement of the Canadian competencies can be supported by the Working in Canada seminar, developed by Engineers and Geoscientists BC. The seminar provides instruction and an ability to test the user's general understanding of these competencies.

Operational imperative 1: Accreditation

The accreditation of undergraduate engineering programs promotes and encourages high standards in engineering education and ensures engineering graduates meet the academic requirements necessary for licensure.

In 2020, the accreditation system was met with challenges imposed by the COVID-19 pandemic. Government directives on physical distancing and limiting travel restrictions contributed to the deferral of most 2020/2021 accreditation visits by one year and the granting of a one-year accreditation cycle extension to all programs. Visits to new programs graduating their first cohort of students in 2021 transitioned from an inperson visit to a virtual one. To support this pivot, the CEAB Task Force



on Virtual Visits was struck to plan the 2020/2021 virtual visits, develop the parameters for a proof-of-concept project to facilitate virtual visits, undertake an analysis of the virtual visits, and document best practices and lessons learned. This work resulted in the Guide for the Virtual Evaluation of an Engineering Program, an approach to how the on-site visit component of an accreditation review could be conducted virtually. The guide served as a starting point to help programs prepare for their review and to provide the visiting team with the necessary data to complete their evaluation.

In addition to the CEAB Task Force on Virtual Visits, the impacts of the COVID-19 pandemic led to the creation of several working groups which saw notable advances in 2020. The Working Group on Student Learning Experiences in the Age of COVID-19 was formed to study how measures taken by programs to respond to the pandemic are supported by the accreditation criteria. Additionally, the Required Visit Materials Working Group conducted a holistic review of all documentation submitted by a program to the visiting team. This work responds to feedback from HEIs who note the significant work effort to collect and present the materials, as well as from visiting team members who require information in order to adequately assess the curriculum content and quality. A working group was also established to investigate appropriate ways within the accreditation process to incorporate the goals of the 30 by 30 initiative.

In 2021, the CEAB will conclude the work of these groups by considering their final reports and recommendations. The CEAB continues to monitor the short, medium, and long-term impacts of the pandemic on undergraduate engineering education in Canada and on the accreditation system.

Operational imperative 2: Regulator relationships

Facilitating and fostering working relationships between and among the regulators is the core of our work. Through our existing programs, we work to encourage collaboration among the regulators and strengthen the profession through the sharing of ideas and best practices. We also offer direct support to facilitate communication among regulators to ensure the greatest degree of alignment possible.

COVID-19 forced the cancellation of in-person meetings. Even so, regulators remained collaborative and connected through virtual meetings, including the CEO Group, the National Admissions Officials Group, the National Discipline and Enforcement Officials Group, and the National Practice Officials group.



Given that 2020 was a year of shifts, much of the exchanges that took place were driven by a need to adapt to the changes. The Discipline and Enforcement Officials Group had some key discussions related to how to transition to remote investigations and virtual/semi-virtual discipline hearings in response to the ongoing pandemic and associated restrictions. Similarly, the National Admissions Officials Group discussed response tactics to the admissions-related complications that have arisen from COVID-19. This included being unable to access applicant mail and the transition of students to more distance learning. Additionally in 2020, the Finance Officials Group was formed. The purpose of the group is to provide an opportunity for the Senior Staff Officers of all the associations to exchange information on issues, advance initiatives of common interest, and share promising practices.

To improve the onboarding process for newcomers to our Board and committees, first-timer orientation sessions were provided for new presidents and CEOs, with sessions hosted in-person in February and virtually in October.

Operational imperative 3: Services and tools

Engineers Canada develops and maintains work products that serve the needs of regulators and of practicing engineers. This includes guidelines for regulators and the public, Engineers Canada papers, examination syllabi, and the National Membership Database. These resources enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners in Canada.

In keeping with previous years, 2020 saw the review, revision, and creation of a variety of resources by the Canadian Engineering Qualifications Board (CEQB), including:

- »A revised guideline on risk management
- » New regulator guideline on the assessment of engineering work experience
- » Completion of the syllabi for basic studies, and biomedical/biochemic engineering
- » Completion of the regulators guideline for the engineer-in-training program
- »Work on a new guideline on diversity and inclusion
- » Work on a new syllabus for aerospace and aeronautical engineering
- » Review of the syllabi for software and computer engineering
- » Review of a paper on software engineering

Among the enhancements and developments of these documents, was the completion of a guideline for the engineer-intraining program. The new guideline aims to help ensure the development of the engineer-in-training from an engineering graduate to a fully qualified engineer who is technically and professionally capable of assuming responsibility for the practice of engineering.

Over 2020, the groundwork was laid to rebuild the National Membership Database in 2021-2022. This included defining business requirements, designing an extensive bidder selection process, and releasing an RFP for the work. Over the next year and a half, the tool will be redeveloped with the goals of:

- » Improving the user experience for regulator staff
- » Simplifying mobility applicant transfers
- » Ensuring regulators have control of their own data
- » Improving consistency of verified information
- » Ensuring information in the NMDB is reflective of what is needed by regulators in the mobility admissions process
- » Minimizing the Engineers Canada staff time required to maintain database

Operational imperative 4: National programs

Insurance, financial services, and other benefits for engineers

Engineer Canada delivers a number of national programs that are intended to benefit engineering regulators and their members. This is done through sponsored initiatives and partnerships, also known as affinity programs.

Engineers Canada's affinity partners responded guickly as COVID-19 unfolded, implementing added-value measures to the insured engineers and geoscientists such as payment and rate relief, and temporary coverage adjustments. As corporations, our partners supported charities and front-line workers.



The CEQB meets over Zoom.

At the beginning of 2020, we launched the second iteration of a successful social media awareness campaign for the Secondary Professional Liability Insurance Program (SPLIP). This program provides engineers with personal protection for professional services. Using Twitter and Facebook, the campaign increased traffic to the Engineers Canada website and



drove over 1,000 viewers to the SPLIP pages. Later in the year, we carried out an additional campaign that saw visitors spend more time on the pages than in the previous campaign.

Professional Geoscientists Ontario joined the Engineers Canada sponsored home and auto insurance program. In addition, clients in the TD Insurance home and auto program will benefit from an increase in the number of TD Insurance Auto Centres, now totalling 20 Canada-wide. These centres are the only one-stop shops in Canada where clients can speak to a claims advisor, get their car repaired, and borrow a rental car. TD Insurance continued to develop its online capabilities, providing customers with several self-serve options, including an expanded My Insurance online portal, the ability to purchase insurance online, and click-to-chat functionality to improve service levels.

In collaboration with Manulife, Engineers Canada provided access to a Health Care Online App (Akira) for the health and dental program insureds. Services include specialist referrals, lab test requisitions, diagnosis of health concerns, and prescriptions. The addition of this service is to help insured members during these COVID-19 times and is provided for at least one year.

The UPS Shipping and Freight program discount was increased to 50 per cent for all small package shipments.

Engineers Canada, in collaboration with Marsh and the regulators, engaged a new insurer, Victor Canada, for their Combined Errors and Omissions/Non-Profit Directors and Officers Insurance Program resulting in enhanced coverage and premium reductions.

In collaboration with Marsh, Engineers Canada and the regulators selected CFC Underwriting as the insurer to meet their corporate cyber insurance needs.

Finally, in consultation with the Affinity Advisory Committee and discussions with the participating regulators in the National Employee Group Benefits Program, Engineers Canada directed Manulife to provide three months of premium relief to participating organizations in the program, as well as implementing Manulife's (in partnership with Akira) Virtual Health Care product, "Health Care Online". This was possible using monies from the Program's Unrestricted Deposit Account.

PIEVC

In alignment with the 2019-2021 strategic plan, Engineers Canada signed a divestment agreement between Engineers Canada and the Institute for Catastrophic Loss Reduction (ICLR) to assume ownership of the Public Infrastructure Engineering Vulnerability Committee (PIEVC) program and protocol. Engineers Canada took the decision to divest the PIEVC Program to an entity that could ensure it continues to receive the attention and investments it needs to effectively serve private industry, Indigenous communities, and all levels of government as well as interested parties outside of Canada. Engineers Canada is confident that the ICLR will ensure that the program thrives in the years ahead.

IRP program

As part of the 2019-2021 strategic plan, Engineers Canada also signed a divestment agreement between Engineers Canada and the Climate Risk Institute to transfer ownership of the Infrastructure Resilience Professional (IRP) Program to the Climate Risk Institute. The IRP Program has been designed to help engineers strengthen the knowledge and competencies they require to advance more climate-resilient approaches for the planning, design, and management of infrastructure. Engineers Canada took the decision to divest the IRP Program to an entity that would commit to the full suite of courses and a robust credentialing program.

Operational imperative 5: Advocating to the federal government

Engineers Canada brings the voice of the engineering profession to the federal government. Our advocacy work is centered around policy issues and the development of legislation and regulation relevant to public safety and engineering.

As the world faced the pervasive impacts of COVID-19, Engineers Canada shifted focus to address these challenges. We provided comments and recommendations to the House of Commons, Senate, and the federal public service on topics relating to the Canadian response to the COVID-19 pandemic, the impacts of the COVID-19 pandemic on women, amendments to the wastewater systems effluent regulations, engineering positions within the public service, the 2021 federal budget, the draft National Climate Change Science Knowledge Plan, and Canada's building code in the context of climate change, adaptation, and sustainability. Additionally, we published a new National Position Statement (NPS) on professional practice in cyber security and an issue statement on engineers' role in Canada's long-term economic recovery post-COVID-19.



Engineers Canada meets with the Honorable Omar Alghabra in early March 2020

In response to the various effects of COVID-19, eight existing NPSs that covered issues of concern for the engineering regulators and the engineering profession were updated. They included updates to our positions regarding: diversity, equity, and inclusion; national and international labour mobility; demand-side legislation; regulating the profession in federally regulated industries; infrastructure; infrastructure on Indigenous reserves and in remote communities; and climate change and extreme weather events. Engineers Canada also met with Members of Parliament and senior federal officials to discuss issues of concern for the regulators and for the engineering profession. These included meetings with Marilyn Gladu, Chair of the Standing Committee on the Status of Women, Stephanie Kusie, Shadow Minister of Transport, and Omar Alghabra, Parliament Secretary to the Prime Minister and to the Deputy Prime Minister and Minister of Intergovernmental Affairs.

Operational imperative 6: Monitoring, researching, and advising

Engineers Canada has a role to play in proactively identifying, investigating, and explaining trends and changes that are likely to have an impact on the engineering regulators and on the engineering profession. This information must be communicated to the regulators on an ongoing basis as an input to their own decision-making and direction-setting.

In 2020, the Engineers Canada Board approved a sub-strategy on regulatory research. This sub-strategy has two main activities intended to help inform regulators' decision-making:

» Producing detailed research reports on selected topics related to how regulators fulfill their responsibilities and where the profession is changing.



» Monitoring the environment for trends and insights that could impact the future of regulation and the profession.

Following the approval of the sub-strategy, regulators were consulted on a list of potential research topics to explore. Through consultation, three subjects were selected: entity regulation, non-practising status, and regulation of autonomous systems engineering. Additionally, three different advisory groups, made up of regulator staff and Service Matter Experts (SMEs), were formed to address these topics. Members of the groups help guide the development of the research papers by defining scope and key terms, reviewing materials, and providing feedback and direction. Research papers on each subject are underway and regulators will be consulted on this work throughout 2021.

In addition, 2020 saw the launch of a series of issues in regulation articles for the regulators and in Engineering Matters. These articles provide insight on trends and current affairs affecting regulated professions.

Operational imperative 7: International mobility

Engineers Canada supports regulators in defining the risks and opportunities associated with the mobility of work and practitioners internationally. Activities undertaken in 2020 furthered this effort.

A new sub-strategy was approved and an advisory group was struck to guide work with the International Engineering Alliance (IEA). The advisory group will help Canadian engineering regulators maintain a strong international reputation while recognizing and responding to the growing trends of professional mobility. A regular review of our status within the IEA took place in 2020, with questions about continuing professional development requirements and licensure assessments that are not competency-based. The issues were resolved during the IEA's January 2021 meeting, and our membership was extended.



EngineerHere.ca provides information for those looking to become an engineer in Canada.

Enrolment on the Engineers Canada Mobility Register continues to grow, with engineers currently licensed in Canada applying to use the APEC

Engineer and IntPE (Canada) designations. These designations signify that an engineer has met the standard of registration and is prepared to practise engineering internationally. They may also experience faster registration in some international jurisdictions. Over 250 engineers are listed on the register.

In addition, 2020 saw work towards completing the International Institutions and Degrees Database (IIDD). The new IIDD is an information resource that will assist admissions officials in determining whether a degree is at the required level for entry into the profession in Canada. It will include information about:

- » The educational system and its link to the practice of engineering and licensure/registration (where applicable) in countries across the world
- » Competent authorities
- » Degree classification by the International Standard Classification of Education (ISCED)
- »Quality assurance systems
- » Diploma mills

The new system will also provide the ability to request new users, submit requests for Engineers Canada to perform research and create new entries in the system, and see research requests made by other users. The revamped system improves the overall user experience for regulators, is more stable, and is better suited for growth and expansion as regulator needs evolve. It is set to launch in March 2021.

Operational imperative 8: Promotion and outreach

Engineers Canada works to foster recognition of the value of the profession and to spark the interest of the next generation of engineering professionals through various outreach initiatives. In 2020, the board approved the new OP8 sub-strategy. The strategy focuses on leveraging existing opportunities, programs, and partnerships as well as Engineers Canada's unique ability to coordinate outreach initiatives on behalf of and in collaboration with the regulators. This sub-strategy was developed in collaboration and consultation with our provincial and territorial regulators and informed by research into current and future trends and best practices.

One of those initiatives include National Engineering Month (NEM), a nationwide celebration of the engineering profession which takes place annually in the month of March. In 2020, National Engineering Month (NEM), a nationwide celebration of the engineering profession which takes place annually in the month of March, went completely virtual. With



National Engineering Month quickly shifted to support at home STEM education in March 2020.

that, Engineers Canada worked with the regulators to implement a user-generated social media campaign. The campaign was very successful, though short-lived when COVID-19 required a pivot to the NEM campaign.

Following the implementation of states of emergency, the NEM campaign re-focussed to support stay at home students, teachers, parents, and Girl Guide units through the promotion of online STEM activities that could be completed at home.

As part of our K-12 engagement, Engineers Canada delivers the Future City Program, a unique initiative that gives middle school students in the United States, Canada, and around the world an opportunity to do the things that engineers do best-

identify problems, brainstorm ideas, design solutions, test, retest, and build, and share their results.

For the first time, the Future City program was offered entirely virtually in order to support in-class and at-home learning. Over 380 students from British Columbia, Prince Edward Island, and New Brunswick participated in the virtual competition with New Brunswick sending a virtual team to compete in the international virtual competition.

Engineers Canada also has a long-standing relationship with Girl Guides Canada, with the two organizations working together to spark girls' interest in engineering through the Engineering Crest Program. In 2020, 1,145 crests were distributed to Girl Guides across Canada. This is lower than previously years due to the number of activities that Girl Guides across Canada were forced to cancel due to Covid-19.

As part of our engineering student development initiatives, we continued to support and partner with the Canadian Federation of Engineering Students (CFES). We signed an MOU with them and launched a mentorship program that pairs CFES student leaders with Engineers Canada staff members. We also continue to support CFES events and the Sustainability in Practice MOOC, offered in partnership with Polytechnique Montréal.

Finally, following consultation with regulator staff on Engineers Canada's Outreach Engagement Strategy, and in response to lessons learned through the jointly administered National Engineering Month campaign, the NEM Advisory Committee was dissolved and replaced with two strategic engagement working groups: the Online Campaign Working Group and the Digital Engagement Working Group.

Awards and honours

The Engineers Canada Awards program recognizes and celebrates the achievements of engineers and engineering students who are advancing the engineering profession and improving the lives of Canadians and others around the world. The annual Awards Gala to honour the recipients was cancelled in 2020 as a result of COVID-19 disruptions.

Despite a sudden turn of events, the awards program saw key advances through a social media campaign, launched in June 2020. The campaign featured posts through Engineers Canada's social media channels as well as those of the awards recipients, social media advertising, advertising on CBC's digital platforms, as well as earned media outreach.

2020 also saw the completion of the review of Engineers Canada's scholarship program. As a result of the review a new scholarship was created, targeting engineering undergraduate students who demonstrate leadership and resilience. This scholarship launched in the fall of 2020.

Engineers Canada Award recipients

Each year, Engineers Canada honours outstanding Canadian engineers, teams of engineers, engineering projects, engineering achievements, and engineering students through the annual Engineers Canada Awards program. Recipients in 2020 were:

- » Cristina Amon, ScD., P.Eng. Gold Medal Award
- » Colin Smith, M.S., MBA, FEC, P.Eng. Meritorious Service Award for Professional Service?
- » Clayton Deutsch, PhD., P.Eng. Medal for Distinction in Engineering Education
- » SoundBite Vascular Recanalization Technology, SoundBite Medical Solutions Inc. National Award for an Engineering Project or Achievement
- » Megan Pate, P.Eng. Young Engineer Achievement Award
- » Nathalie Tufenkji, PhD., ing. Award for the Support of Women in the Engineering Profession
- » Russ Wlad, P.Eng. Meritorious Service Award for Community Service
- » Dolma Tsundu Gold Medal Student Award

Engineers Canada Scholarships recipients

In partnership with Manulife and TD Insurance, Engineers Canada awards six cash prizes totalling \$60,000 each year to professional engineers returning to university to further their studies. The recipients of the 2020 scholarships were:

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

- » Gregory Bak, P.Eng
- »Jacky Chow, PhD, MBA, P.Eng.
- »John Desnoyers-Stewart, MFA, P.Eng.

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

- » Amalia Gil, P.Eng.
- »Kevin Wallin, P.Eng.
- » Kiki Chan, M.A.Sc., P.Eng.

Fellows of Engineers Canada

Engineers Canada Maria Arrieta, FEC (Hon.)

Association of Professional Engineers and Geoscientists of Alberta (APEGA)

Adria Coombs, FEC, P.Eng. Alil Ostad-Aghaei, FEC, P.Eng. Amy Wisniewski, FEC, P.Eng. Clayton Deutsch, FEC, P.Eng. Dean Mullin, FEC, P.Eng. Frank Cavaliere, FEC, P.Eng. Hasan Rizvi, FEC, P.Eng. Jim McCuaig, FEC, P.Eng. Kari Anderson, FEC, P.Eng. Maria Estela Savala Mata, FEC, P.Eng. Michael Cholach, FEC (Hon.) Roya Iranitalab, FEC, P.Eng. Russ Wlad, FEC, P.Eng.

Engineers Geoscientists Manitoba

Carolyn Geddert, FEC, P.Eng. Grantley King, FEC, P.Eng. Robert O'Toole, FEC, P.Eng.

Engineers PEI

Geoff Connolly, FEC, P.Eng.

Ordre des ingénieurs du Québec (OIQ)

Mohamed Cheriet,FIC, ing. Denis Laurendeau, FEC, ing. René Therrien, FEC, ing. Robert Molenge, FIC, ing.

Professional Engineers and Geoscientists Newfoundland and Labrador (PEGNL) Joanna Barnard, FEC, P.Eng. David Goosney, FEC, P.eng.

Professional Engineers Ontario (PEO)

Cristina Amon, FEC, P.Eng. Darlene Daigle, FEC, P.Eng. Donald Ireland, FEC, P.Eng. Gerald J. McGee, FEC, P.Eng. Hafiz Bashir, FEC, P.Eng. lan Marsland, FEC, P.Eng. Kaoru Yajima, FEC, P.Eng. Karin Pratte, FEC, P.Eng. Krzysztof Popiolek, FEC, P.Eng. Linda Latham, FEC, P.Eng. Maziyar Bolour, FEC, P.Eng. Md Shah Alamgir, FEC, P.Eng. Mohammad Khalid, FEC, P.Eng. Pierre Legault, FEC, P.Eng. Satyendrakumar Bhavsar, FEC, P.Eng. Souheila Bardakji, FEC, P.Eng. Stacey McGuire, FEC, P.Eng. Vera Straka, FEC, P.Eng. James Amson, FEC, P.Eng.

Operational imperative 9: Diversity and Inclusion

Engineers Canada is working to ensure that the engineering profession is reflective of Canadian demographics. In support of this goal, we develop programs and resources to increase the diversity of people within the profession. We focus primarily on increasing the recruitment, retention, and professional development of women and reducing barriers for Indigenous people to enter and thrive in the engineering profession.

Our newly formed Indigenous Advisory Committee (IAC) plays a significant role in guiding our work towards increasing Indigenous access to engineering. In 2020, the IAC provided advice on the creation of a resource for conducting traditional land acknowledgements, A Guide to Acknowledging First Peoples and Traditional Land. The group also contributed to research for our report on Indigenous Engineering in



Canada. Future research in collaboration with the regulators is planned for 2021.

Inclusion begins with improving understanding and awareness from within the organization. To that end, Engineers Canada partnered with 4 Seasons of Reconciliation Education to provide training on the history and experiences of Indigenous people. Throughout 2020 and into 2021, training was provided to staff, Board, CEAB, CEQB, regulator CEOs and presidents, Engineering Deans Canada, and the Canadian Federation of Engineering Students.

Engineers Canada participated in and sponsored the annual American Indian Science and Engineering Society (AISES) in Canada National Gathering. We continue to participate in the Canadian Indigenous Advisory Council (CIAC) to AISES, and promote AISES to regulators, HEIs, and employers.

Throughout 2020, we convened monthly meetings of the Decolonizing and Indigenizing Engineering Education Network (DIEEN), which offers a community of practice to Indigenous and non-Indigenous faculty, students, researchers, and administrators associated with accredited engineering programs. Insights and best practices shared through the DIEEN contribute to the goal of understanding areas of improvement to create options for truth and reconciliation efforts to be incorporated into engineering undergraduate education in Canada.

Engineers Canada continues to network with other professional organizations (e.g. Canadian Society of Landscape Architects, Canadian Institute of Planners, Royal Architectural Institute Of Canada), to lay the groundwork for opening dialogue with national Indigenous organizations and collaborate on developing strategic partnerships.

Operational imperative 10: Protecting official marks

On behalf of the provincial engineering regulators, Engineers Canada holds and administers a portfolio of intellectual properties that includes official marks and registered trademarks, including registered certification marks. In 2020, we reviewed and evaluated Engineers Canada's trademark enforcement strategy to ensure trademarks and official marks continue to be adequately used and protected.







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.

Working with the provincial and territorial regulators, Engineers Canada provided its consent to 50 requests in 2020 from applicants looking to register a federally incorporated company containing the official marks in their corporate name. Of these requests, one was from an applicant registering a non-profit organization.

Additionally, we closed nine trademark opposition files, six of which were abandoned and three settled. Engineers Canada commenced summary expungement proceedings in respect of 24 trademarks identified for potential expungement (for non-use). Twenty-one of the proceedings resulted in the trademark being expunged from the register. One mark was expunged during the proceeding for failure to renew.

Governance

Under the Engineers Canada Strategic Plan 2019-2021, and according to board policy, there are six Board responsibilities, each of which was met in 2020 with the support of Engineers Canada Staff. They state that the Board shall:

- »Hold itself, its directors, and its direct reports accountable.
- » Sustain a process to engage with regulators through regular communication that facilitates input, evaluation, and feedback.
- » Provide ongoing and appropriate strategic direction.
- » Ensure the development and periodic review of Board policies.
- » Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the Board's risk tolerance level and directs Board-approved mitigation strategies.



The Engineers Canada Board after the Induction Ceremony in May 2020.

» Provide orientation of new directors, and continuing development of directors and others who work closely with the Board.

Highlights from this work in 2020 include: the inaugural Board, Director, and chair assessments; planning for online Director training to support needs identified in the Board self-assessment; implementing the 4 Seasons of Reconciliation Education focused on Indigenous awareness; delivering orientation sessions for new Directors; approving the CEO assessment recommendations; approving the 2021 consultation plan; hosting workshops and consultations to develop the 2022-2024 strategic plan, including the identification of related strategic risks; approving several sub-strategies defined under the current 2019-2021 strategic plan and monitoring of progress through quarterly reporting with an annual report delivered to Members; receiving quarterly risk register reporting; and approving 37 revised Board polices, one new policy, and one rescinded policy.

Financial Statements

Download the 2020 summary financial statements.



2020 Engineers Canada Annual performance report

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Introduction

2020 was a year of great change and transformation. Challenges presented by the COVID-19 pandemic ignited a shift in the way we interact, live our lives, and conduct business. In an extremely fluid environment, the road ahead was uncertain, and yet, we made significant strides in 2020. In the second year of Engineers Canada Strategic Plan 2019-2021, a great deal of progress was made to drive our strategic goals forward.

2020 saw a sharpening focus on refining the accreditation program. We launched the Accountability in Accreditation annual evaluation framework, a unique framework that operationalizes part of our current Strategic Plan and that will help to monitor and improve the accreditation process.

The last year was also marked by global change on the equity, diversity, and inclusion (EDI) front. With that, Engineers Canada made a submission to the federal government's House of Commons Standing Committee on the Status of Women on the "Impacts of the COVID-19 Pandemic on Women", networked and collaborated with the Indigenous community, and more.

In the midst of a changing environment, the attention to our mission remained focussed. Within the last year, we saw an increased adoption of the online competency-based assessment among regulators across Canada. The implementation of this system carves a path toward a more consistent and efficient way of measuring a candidate's readiness for licensure as an engineer.

The COVID-19 pandemic drove significant changes. Although, challenges met this year created new opportunities and I am proud of Engineers Canada's successes in adapting to the rapid changes. While further uncertainty lies ahead, 2021 also brings new opportunities to continue to promote and enhance the engineering profession with an agile edge.

Sincerely,

Jean Boudreau, FEC, P.Eng. President Engineers Canada



"Challenges met this year created new opportunities and I am proud of Engineers Canada's successes in adapting to the rapid changes."

Summary of 2020 performance

	Q1		Q2		Q3		20	20
Strategic priorities	Objectives	Outcomes	Objectives	Outcomes	Objectives	Outcomes	Objectives	Outcomes
SP1 Accreditation Improvement Program	>>>>>>		»»»			»»»	>>	>>>>>>
SP2 Accountability in Accreditation	>>>		>>>					
SP3 Recruitment, Retention, and Professional Development of Women in the Profession	»»»	>>>>>		>>>>	»»»»	>>>>		»»»»
SP4 Competency Based Assessment Project	>>>>>	>>>>>	>>	>>>>>	>>		>>	>>>>
Operational imperatives								
OP1 Accreditation	>>>>	>>>>>		>>>>>		>>>>>		>>>>
OP2 Regulator relationships	>>>>>	>>>>>	>>>>	>>>>>	>>>>>	>>>>>	»»»	>>>>
OP3 Services and tools (QB and NMDB)	>>>>>	>>>>>		}}		>>>>>		»»»
OP4 National programs (affinity, devolving PIEVC and IRP)		>>>>>	>>>>>	>>>>>	}		»»»	>>>>>
OP5 Advocating to the federal government	>>>>>	>>>>>		}}	>>>>>	>>>>>	>>>>	>>>>>
OP6 Monitoring, researching, and advising	>>>>	»»»	»»»»	>>>>>	>>>>>	>>>>>	»»»	>>>>
OP7 International mobility	>>>>>	}	>>>>>	>>>>>	>>>>>	>>>>>	»»»	>>>>>
OP8 Promotion and outreach		}}	>>>>>	>>>>>	>>>>>	>>>>>	»»»	>>>>>
OP9 Diversity	>>>>>	>>>>>	»»»	>>>>>	>>>>>	>>>>>		>>>>
OP10 Protecting official marks	>>>>>	>>>>>	»»»»	}	>>>>>	>>>>>	»»»	>>>>>
Board responsibilities								
BR1 Hold itself, its Directors, and its Direct Reports accountable							>>>>	>>>>>
BR2 Sustain a process to engage with Regulators through regular communication that facilitates input, evaluation, and feedback							>>>>	>>>>>
BR3 Provide ongoing and appropriate strategic direction							»»»	>>>>>
BR4 Ensure the development and periodic review of Board policies							»»»	>>>>>
BR5 Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the Board's risk tolerance level and directs Board-approved mitigation strategies							>>>>	}}
BR6 Provide orientation of new Directors, and continuing development of Directors and others who work closely with the Board							}}	

Legend

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

SP1: Accreditation Improvement Program

Accountability: CEO
Weight: 4 (highest)

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

- Five intended outcomes have been achieved: sustainable methods of ongoing continual improvement have been operationalized; the Enrolment and Degree Awarded (EDA) Survey process has improved reliability, user experience and performance; and the stakeholder consultation process for the EDAS work was also improved.
- We remain confident that the Tandem accreditation management process will offer improved reliability and performance and will enable users to more quickly adopt changes. Tandem is being developed with ongoing stakeholder consultation through an advisory team of users, and feedback to date has been positive.

2020 Objectives:

- Initiate configuration and testing of our accreditation management system (Tandem) considering the needs of HEIs and Engineers Canada.
- Plan the transition of the accreditation management system by higher education institutions (HEIs), CEAB, and Engineers Canada.
- Design, build, and plan implementation of improvements to Engineers Canada's accreditation volunteer management process, ensuring alignment to the Engineers Canada's volunteer management process.
- Incorporate improvements to the 2020 Enrolment and Degrees Awarded Survey (EDAS) from the 2019 survey cycle.

Achievement of the objectives:

- The 2020 Enrolment and Degrees Awarded Survey was improved, based on learning from the 2019 survey.
- The continual improvement process has been operationalized and is being managed by the accreditation team.
- Work on the accreditation volunteer management process remains on hold, pending the development and implementation of Engineers Canada's volunteer management system (which is on hold due to lack of resources associated with the COVID-19 pandemic).
- Discovery work on the Tandem accreditation management system concluded, and a new scope of work was agreed to. Configuration started in 2020 and will conclude in 2021.
- Planning the internal (staff) transition to Tandem started in 2020 and will conclude in 2021.
- Testing and planning of the transition to the Tandem system for HEIs and the CEAB will conclude in 2021.

Comments:

The Tandem accreditation system did not launch in fall 2020 due to delays associated with discovery with the vendor, related to vendor resource shortages. The system will launch in 2021.

Annual Objectives: 🚿

Strategic Outcomes:

Work on the volunteer management process remains on hold pending development of Engineers Canada's overall volunteer management strategy, which was not completed due to lack of internal resources related to the COVID-19 pandemic.

SP2 Accountability in accreditation

Accountability: CEAB	
Weiaht: 4 (hiahest)	

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

- We remain confident that Regulators, the Board and the CEAB will be able to demonstrate that criteria are datadriven, and that feedback regarding the transparency and effectiveness of the CEAB process will enable clarity of conversations about potential improvements.
- We are also confident that the Accountability in Accreditation work will enable clarity of conversations with HEIs and demonstrate that the CEAB is taking them through a structured, rigorous and fair process.
- However, the demands on HEIs and their requests of the CEAB have greatly increased throughout the COVID-19
 pandemic period. Despite the fact that the CEAB's work related to COVID-19 accommodations has demonstrated a
 collaborative approach to change, HEIs continue to request even more support and a faster rate of change in
 accreditation criteria and processes turn-arounds. Given the volunteer structure of the CEAB and the lengthy cycle
 of accreditation, this may not be achievable.

2020 Objectives:

- A first annual measurement of the accreditation system is conducted, based on the process established in 2019.
- Results of the first measurement cycle are communicated to all stakeholders, including both quantitative and qualitative measures.
- Both the measures and the measurement process itself are reviewed, refined, and updated based on lessons learned and feedback from stakeholders.
- (2019 objective) The issue of the required number of AUs is addressed to the satisfaction of all stakeholders, based on data and collaboration with all stakeholders.
- (2019 objective) Assessment process to assess transparency and effectiveness of accreditation system is completed.

Achievement of the objectives:

- The required number of AUs were reduced, based on CEAB recommendation and stakeholder input, through a motion of the Board at the May 2020 meeting.
- The Accountability in Accreditation annual assessment process was completed in Q2, approved at the June CEAB meeting, and launched immediately thereafter.
- The first annual measurement of the accreditation system is underway and will conclude when the current decision cycle concludes in June 2021.

Annual Objectives:

Strategic Outcomes:

Comments:

The objectives for this strategic priority are out of sync with the cycle of accreditation visits and decisions, which span over two calendar years. As a result, although the assessment is underway (as originally foreseen in the strategic plan), all data will not be gathered until June 2021. Improvements can only be identified and implemented after this date—not in 2020.

While most strategic outcomes are likely to be achieved by the end of the strategic plan period, the HEIs' desire for quick and supportive changes to accreditation criteria and processes may not be achieved.

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

Annual Objectives:

Strategic Outcomes:

Accountability: CEO Weight: 4 (highest)

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

• Outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

2020 Objectives:

- All Engineers Canada Board members and staff have equity, diversity and inclusion training.
- All remaining HEIs approached by our President to participate on 30 by 30 network by end of 2020.
- Publish best practice report on Regulators' EIT/MIT programs, licensure assistance programs, and employer awareness programs on Engineers Canada's public website.
- Publish, for the use of the Board and the Regulators, an aspirational scorecard for 30 by 30 with yearly targets.
- 30 by 30 network is expanded to include all HEIs.
- Engineers Canada explores the development of an equity, diversity, and inclusion training module that is available to Regulators.

Achievement of the objectives:

- Staff have completed equity, diversity and inclusion (EDI) training. The EDI training scheduled for fall 2020 for the Board, CEO Group, and Presidents Group was postponed to 2021 due to COVID-19; this training will be provided virtually.
- Due to the impacts of COVID-19, it was not feasible for our President to approach all remaining HEIs to participate on the 30 by 30 network by end of 2020.
- The best practice report on Regulators' EIT/MIT programs, licensure assistance programs, and employer awareness programs was published on Engineers Canada's public website.
- An aspirational scorecard for 30 by 30 with yearly targets was published for the use of the Board and the Regulators.
- COVID-19 impacted the activities planned to expand the 30 by 30 network to include all HEIs.
- Engineers Canada is exploring the development of an EDI training module that is available to Regulators.

Comments:

Four of the five initiatives in SP3 have been completed (i.e., 80%). The initiative regarding development of an EDI training module that is available to Regulators has been moved to 2021 due to the impacts of COVID-19 on potential training providers and capacity limitations in 2020.

SP4 Competency Based Assessment (CBA) project

Accountability: CEO Weight: 2

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

• Regulators already using the system report that the outcomes are achieved. We therefore remain extremely confident that the intended outcomes will be achieved by December 2021 for all participating Regulators.

2020 Objectives:

- Complete the project, fully bilingual, with the Canadian environment competencies included.
- The online competency-based assessment system is available in English and French.
- Project completion and closeout.

Achievement of the objectives:

- Engineers & Geoscientists BC has completed work on all major deliverables, and the system is operational and in use by three Regulators.
- An inter-rater reliability pilot was launched to measure the consistency of assessors' work, with the goal of informing future assessor training, and improving pan-Canadian consistency.
- The Canadian competencies (scope addition) were completed and launched in 2020.
- Three additional Regulators were not able to join in 2020, and will be coming online in 2021. Translation work is also pending.

Comments:

The project was not completed in 2020 due to lack of Regulator resources brought on by the COVID-19 pandemic. Remaining items include the translation of all content into French, and the project completion and close-out.

OP1 Accreditation

Accountability: CEAB Weight: 3 Annual Objectives:

Strategic Outcomes:)

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

• Despite challenges from the COVID-19 pandemic, we remain confident that the process remains credible in the eyes of Regulators, HEIs, and students and will continue to do so through December 2021.

2020 Objectives:

- Conduct accreditation business:
 - Visits to 4 HEIs from the 2019/2020 cycle and 10 HEIs from the 2020/2021 cycle.
 - 74 program decisions rendered for Canadian undergraduate engineering programs (51 visits + 13 notices of significant change + 10 reports).
- Develop and maintain accreditation policies:
 - General visitors report template.
 - o AU alternative (i.e. learning units).
 - New definition of engineering design.
 - Overall document review in preparation for Tandem.
 - o Develop appropriate ways within the accreditation process to incorporate the goals of the 30 by 30 initiative
 - o Review on-site material documentation requirements.
 - Respond to Engineering Deans Canada (EDC)'s request regarding international exchanges and CEAB accreditation requirements.
 - Respond to EDC's request regarding the Interpretive Statement on Licensure's clauses regarding restrictions on AU distributions.
 - Study and make recommendations regarding the Terms of reference of the Policies & Procedures Committee (as per Recommendation #17 from the Nominations Task Force).

Achievement of the objectives:

- Due to COVID-19, the Engineers Canada Board approved the deferral of all 2020/2021 accreditation visits by one year and the extension of all accreditation decisions by one year.
- At the June 6 CEAB meeting, decisions were made regarding 51 programs at 13 institutions, and the recommendation to address EDC's concerns about restrictions on AU distribution was discussed. A consultation on the topic was launched in Q4.
- Visit materials for the 2021/2022 visit cycle were posted, and the website was updated to increase clarity of requirements for different visit cycles.
- The consultation on the definition of engineering design closed, and a new proposal will be finalized in 2021.
- Working groups have addressed the goals of the 30 by 30 initiative, required visit materials, student learning
 experience during COVID-19 and virtual accreditation visits. Results will be presented at the February 2021 CEAB
 meeting.
- The working group charged with considering the terms of reference of the Policies & Procedures committee continues it work, with results expected later in 2021.
- The issue of international student exchanges was discussed with Regulators, but further progress with EDC remains outstanding.

Comments:

Annual objectives were severely disrupted by COVID-19, and the CEAB successfully pivoted to address urgent challenges this year.

OP2 Regulator relationships

Accountability: CEO Weight: 3

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

 Outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

2020 Objectives:

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

Achievement of the objectives:

- Presidents Group meetings were facilitated in conjunction with the February, May and October Board meetings.
- First-timer orientation sessions were provided for new presidents and CEOs, with sessions provided in-person in February and via online delivery in October.
- The CEO Group met virtually four times and held additional single-topic calls for as-needed information exchange throughout the year.
- The NAOG met twice virtually, with three additional calls during the year.
- The NPOG met once virtually, with three additional calls during the year.
- The NDEOG met once virtually, with two additional calls during the year.
- The National IT Officials group met in the spring to share information about supporting virtual AGMs and online voting.
- The new National Finance Officials Group met once in November to establish their purpose, chair and terms of reference.

Comments:

The COVID-19 pandemic brought new urgency to meetings of the officials' groups. Regulators reported high value from being able to collaborate with their peers and exchange information as the external situation changed rapidly.

OP3 Services and tools for regulation, practice, and mobility

Accountability: CEO and CEQB Weight: 3

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

- The outcome related to the national database of engineers is currently being achieved, and it is expected that it will be sustained up to and beyond December 2021.
- The outcomes related to the Qualifications Board's work products fostering excellence in engineering practice and regulation, national mobility, and the assessment of engineering qualifications are all currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.
- The outcome related to emerging areas of engineering practice is being addressed through the regulatory research portfolio.

2020 Objectives:

- CEQB: Maintain examination syllabi
 - New "Aeronautical engineering and aerospace engineering syllabus" (carried forward from 2019)
 - Review of the 2004 <u>Basic Studies Syllabus</u> (carried forward from 2019)
 - Review of the 2004 <u>Biomedical/Biochemical Engineering Syllabus</u> (carried forward from 2019)
 - o Review of the 2004 <u>Agricultural/biosystems/bioresource/food engineering syllabus</u>
 - o Review of the 2007 Building Engineering Syllabus
 - Review of the 2011 <u>Complementary Studies Syllabus</u>
- CEQB: Develop and maintain guidelines and papers
 - New "Public guideline for engineers on use of new technology and automation"
 - New "Public guideline for engineers and engineering firms on the topic of diversity and inclusion"
 - Review of the 2009 "Regulator Guideline for Assessment of Engineering Work Experience" (*carried forward from 2019*)
 - Review of the 2012 <u>Public Guideline on Risk Management</u> (carried forward from 2019)
 - Review of the 2012 Guideline for the Engineer-in-Training Program
 - o Review of the 2016 <u>Regulators Guideline on Returning to Active Practice</u>
 - o Review of the 2016 Engineers Canada Paper on Software Engineering
 - o Web content on entrepreneurship
 - Research on requirements for a potential document for Canadian engineers working internationally.
 - CEO: Maintain the National Membership Database for those Regulators who choose to update and/or access it.
 - Finalize planning and project charter with budget for refresh of the national membership database (NMDB).
Achievement of the objectives:

CEQB

- Syllabi for basic studies, and biomedical/biochemical engineering were approved. The syllabus on building engineering syllabus was not updated due to a lack of currently accredited programs, and the agricultural and complementary studies syllabi are in progress.
- The guidelines on engineer-in-training program, risk management and the assessment of engineering work experience were completed.
- Work on the new guideline on diversity and inclusion, and the revised paper on software engineering are in progress.
- Work on the web content on entrepreneurship, research into requirements for a document on Canadian engineers
 working internationally, and a new guideline on the use of technology and automation were all discontinued due to
 competing priorities / workload and/or a lack of Regulator support.

CEO

• The planning and project charter for the new NMDB were completed, as was the bid evaluation stage. A preferred vendor has been selected and contract negotiations are underway.

Comments:

The work of the Qualifications Board was disrupted this year by the COVID-19 pandemic, and by a lack of resources when the then-Manager accepted a new role at Engineers Canada. Now fully resourced, the QB is back on track and positioned for success in 2021.

OP4 National programs

Accountability: CEO Weight: 1 (lowest) Annual Objectives:

Intended outcomes:

- Within the period of this plan, divest itself of programs which the Regulators consider are not within its mandate or which may be best served by other organizations. This includes the Public Infrastructure Engineering Vulnerability Committee (PIEVC) Protocol and Infrastructure Resilience Professional (IRP) training. In the future, it would be desirable if PIEVC and IRP were available to Canadian engineers but provided by more appropriate organizations.
- Affirm that Engineers Canada is not a designation body and stop offering IRP designations.
- Maintain sustainability in affinity products and services.

Probability of achieving the intended outcomes by December 2021

• Outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

2020 Objectives:

- Signed divestment agreement between Engineers Canada and successful proponent for Public Infrastructure Engineering Vulnerability Committee (PIEVC) program and protocol.
- Signed divestment agreement between Engineers Canada and successful proponent for Infrastructure Resilience Professional (IRP) program.
- Social media awareness campaign implemented for Secondary Professional Liability Insurance Program.
- Monitor impact on Home/Auto insurance program in Alberta.
- Semi-annual reporting with Canada Life, Manulife and TD Insurance. Results of reporting meetings shared.
- Pricing and enhancements review to Professional Retiree Health & Dental Insurance Plan.
- Experience review and pricing negotiations in collaboration with Aon (our independent consultants) for the National Employee Group Benefits Program.

Achievement of the objectives:

- Signed divestment agreement completed on March 30 between Engineers Canada and successful proponent for Public Infrastructure Engineering Vulnerability Committee (PIEVC) program and protocol.
- Divestment agreement completed on July 7 between Engineers Canada and successful proponent for Infrastructure Resilience Professional (IRP) program.
- Social media awareness campaign using Twitter and Facebook was implemented in Q1 and Q3 for the Secondary Professional Liability Insurance Program (SPLIP), a successful campaign driving increased traffic to the Engineers Canada website with over 1,000 views on the SPLIP pages. The Q3 campaign saw visitors spend, on average, longer on the page than in the previous campaign.
- Impact on Home/Auto insurance program in Alberta monitored throughout 2020.
- Semi-annual reporting for 2020 with Canada Life, Manulife and TD Insurance was completed. Results of the Q2 reporting meetings were shared. Results of the Q4 reporting meetings will be shared in Q1 2021.
- A review of the Professional Retiree Health & Dental Insurance Plan was completed in collaboration with Engineers Canada's independent consultant, Aon. There is no change to pricing and the plan has moved to a retention accounting model effective September 1, 2020. This move provides Engineers Canada with greater input over the rate-setting process and provides a more stable rate for the insureds. To ensure continued value to the engineers, a future benefits provision account has been established.
- An experience review and pricing negotiations have been completed in collaboration with Aon, Engineers Canada's independent consultant, for the National Employee Group Benefits Program.

OP5 Advocating to the federal government

Accountability: CEO Weight: 1 (lowest)

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

• Outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

2020 Objectives:

- Strengthen the current review process for potential legislation and effects on engineers and the engineering profession.
- Promote and advance the enactment of new demand-side legislation relating to engineering.
- Ensure to the best of our abilities, that there is no erosion of existing federal demand-side legislation.
- The federal government is aware of the responsibility of engineers to safeguard the public, the benefits of engineering input into federal policy, and the positions and concerns of the engineering profession through Engineers Canada's advocacy efforts.
- Regulators are aware of Engineers Canada's federal government advocacy activities and progress through an approved and newly developed reporting mechanism.
- Regulators to inform Engineers Canada of provincial issues requiring federal government attention.
- Hill Day 2020.

Achievement of the objectives:

- Reviewed all existing demand-side federal legislation in terms of engineering responsibilities.
- Provided comments and recommendations to the House of Commons, Senate and the federal public service on topics relating to the impacts of the COVID-19 on women, wastewater systems effluent regulations, engineering positions within the public service, the 2021 federal budget, the draft National climate change science and knowledge plan, and on Canada's Building Code in the context of climate change.
- Updated National Position Statements (NPSs) on regulating the profession, federally regulated industries and demand-side legislation, infrastructure, infrastructure on Indigenous reserves and in remote Indigenous communities, climate change, diversity, equity, and inclusion, and national and international labour mobility.
- Published a new NPS on professional practice in cyber security and an issue statement on engineers' role in Canada's long-term economic recovery post-COVID-19.
- Met with Members of Parliament and senior federal officials to discuss issues of concern for the Regulators and for the engineering profession.
- Developed an advocacy report containing a summary of advocacy activities from June 2019 June 2020.
- While Hill Day 2020 was canceled in 2020, planning is underway for a Hill Day to be held virtually in 2021.

OP6 Researching, monitoring, and advising

Accountability: CEO Weight: 2

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

• Outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

2020 Objectives:

- Submission and approval of the new sub-strategy
- Launch the first research strategy:
 - o Regulatory newsletter published in September 2020
 - o Research topics selected in consultation with Regulators
 - o Emerging discipline selected in consultation with Regulators

Achievement of the objectives:

- The new sub-strategy was approved at the May 2020 Board meeting.
- Research papers on entity regulation and non-practising status are currently underway. General direction documents will be completed in early 2021 and final papers will be completed by late 2021.
- A paper on the emerging field of autonomous systems is currently underway. The general direction will be completed in early 2021 and the final paper will be completed by late 2021.

OP7 International mobility

Accountability: CEO and CEAB Weight: 1 (lowest)

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

- Outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.
- At the February 2020 workshop on the international mobility sub-strategy, Regulators agreed that assessment of the risks and opportunities associated with the mobility of work and practitioners internationally was work that they would prefer to undertake individually and on a case-by-case basis, instead of requesting a national overview from Engineers Canada. This outcome was therefore removed from the sub-strategy.

2020 Objectives:

- Submission and approval of the new sub-strategy.
- Initial implementation of the new sub-strategy.
- Maintain status in the Washington Accord, International Professional Engineers Agreement, and APEC Engineers Agreement, including maintaining the mobility register and attending the IEA meetings in June.
- Launch the IIDD improvement project, including vendor selection, initial development of the tool, and research on new information requested by the Regulators.

Achievement of the objectives:

- The new sub-strategy was approved at the October 2020 Board meeting. A steering committee is currently being established to guide work with the International Engineering Alliance (IEA), which is a key part of the sub-strategy.
- At the June 2020 IEA meeting, Engineers Canada's review prompted questions about licensure assessment that are not competency-based. The issue is scheduled to be resolved at a special January 2021 meeting, with additional information from Engineers Canada, which will determine whether or not we maintain our status in the agreements.
- Our Washington Accord monitoring visit was postponed due to the COVID-19 pandemic, and will take place in 2021 instead.
- The IIDD improvement project launched and over 95% of the development work is completed. Work will be completed in January 2021 with the development of reports from the system, and a training program with documentation for Regulators and Engineers Canada staff.

OP8 Promotion and outreach

Accountability: CEO Weight: 2

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

• Outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

2020 Objectives:

- Submission and approval of the new OP8 sub-strategy.
- Lead and coordinate National Engineering Month, an annual joint campaign throughout the month of March that engages all the Regulators and fosters recognition of the value of the profession to society and sparks an interest in the next generation of engineering professionals.
- Ensure the efficient sharing of ideas, best practices and coordination between and among the Regulators in their outreach and engagement activities through the creation of a Strategic Engagement Working Group.
- Recognize and support the exemplary accomplishments of engineers by administering effective fellowship and scholarship programs.
- Conduct a review and submit recommendations to the Board on how best to align Engineers Canada's scholarships program with its strategic objectives.

Achievement of the objectives:

- The new OP8 sub-strategy was submitted and approved by the Board at the February 2020 Board meeting.
- National Engineering Month was held in March; some events were impacted due to COVID-19. The 2020 National Engineering Month (NEM) report was completed and implementation of the report's recommendations began in June 2020.
- In July 2020, as part of the implementation of the OP8 sub-strategy and OP8's mandate to leverage and facilitate joint ventures, and following consultation with Regulator staff on Engineers Canada's Outreach Engagement Strategy 2021, the NEM Advisory Committee was dissolved and replaced with two Strategic Engagement Working Groups: Online Campaign Working Group; and Digital Engagement Working Group.
- The exemplary accomplishments of engineers were recognized and supported by administering effective fellowship and scholarship programs.
- The review and recommendations of how best to align Engineers Canada's scholarships program with its strategic objectives were completed. The recommendations were approved by the Board at the October 2020 Board meeting.
- Due to the COVID-19 disruption, the 2020 Awards Gala was cancelled. In June, promotion of the <u>2020 Engineers</u> <u>Canada Awards</u> recipients was launched. The campaign featured posts through Engineers Canada's social media channels as well as those of the awards recipients, social media advertising, advertising on CBC's digital platforms, as well as earned media outreach. The 2020 recipients will be honoured face-to-face at Engineers Canada's 2021 Awards Gala.

OP9 Diversity and inclusion

Accountability: CEO Weight: 2

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

• Outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

2020 Objectives:

- An Indigenous engagement plan is created on building relationships with Indigenous organizations and engineers.
- Engineers Canada provides Indigenous training to staff and the Board.
- Regulators are made aware of the Canadian Region of the American Indian Science and Engineering Society (.caISES) and CIAC.
- Engineers Canada improves the reporting of Indigenous engineers and engineering students.
- Engineers Canada opens dialogue with Indigenous organizations.
- Engineers Canada investigates, with appropriate consultation, options for truth and reconciliation efforts to be incorporated into engineering undergraduate education in Canada.

Achievement of the objectives:

- Big River Analytics hired to develop a research plan on the experience of Indigenous engineers. The research will be conducted in 2021 and will inform the Indigenous engagement plan.
- Engineers Canada provided Indigenous training to staff in July and August. Indigenous training for the Board, CEO Group, CEAB, CEQB, and the Presidents Group began in Q4 2020 and will be completed in Q1 2021.
- Engineers Canada participated in the annual .calSES national meeting, and facilitated a meeting of the Indigenous Student Services in Engineering working group (now called the Decolonizing and Indigenizing Engineering Education Network) held in conjunction with the national .calSES meeting. APEGA and APEGS also attended the .calSES meeting. Regulators were made aware of the work of .calSES and CIAC.
- Engineers Canada published a secondary data analysis, conducted by Big River Analytics, to report on the numbers of Indigenous engineers and engineering students.
- Engineers Canada is networking with other professional organizations (i.e. Canadian Society of Landscape Architects, Canadian Institute of Planners), to lay the groundwork for opening dialogue with national Indigenous organizations and collaborate on developing strategic partnerships.
- Engineers Canada is in contact with the Mi'kmaq Ulnooweg Development Group for the planning of .calSES 2021.
- Review of existing programs offered by institutions within the Decolonizing and Indigenizing Engineering Education Network indicates further research and knowledge gathering is needed to create options for truth and reconciliation efforts to be incorporated into engineering undergraduate education in Canada.

OP10 Protect official marks

Accountability: CEO Weight: 1 (lowest)

Intended outcomes:

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

Probability of achieving the intended outcomes by December 2021

• Outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

2020 Objectives:

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

Achievement of the objectives:

- Reviewed and evaluated Engineers Canada's trademark enforcement strategy to ensure trademarks and official marks continue to be adequately used and protected.
- Provided an online presentation to the members of the National Discipline and Enforcement Officials group, providing background information / context around the trademark application process and the status and strategy surrounding Engineers Canada's oppositions proceedings.
- Managed oversight of 12 (open, ongoing) trademark opposition proceedings plus six (6) additional oppositions that have now concluded.
 - Four (4) of the "open" oppositions have been abandoned, but we must await the appeal deadline to pass before declaring these matters formally closed.
- Closed six (6) trademark opposition files (3 of which were abandoned, 3 settled).
- Issued notices for summary judgment in respect of twenty-four (24) marks identified for potential s. 45 proceedings. Twenty-one (21) of the proceedings resulted in the trademark being expunged from the register.
 - The owners may appeal the Registrar's decision and we await the appeal deadline to pass before declaring these matters formally closed.
- Issued 50 letters of consent to applicants in response to requests to incorporate federally using the official marks in their corporate name.

Board responsibilities

BR1 Hold itself, its Directors, and its Direct Reports accountable Annual Objectives:

The Human Resources Committee shall:

- Establish and use competency profiles for directors and all committee chairs, as well as for the Board as a whole.
- Manage the CEO and committee chairs through competency profiles and performance measurement against the achievement of the operational and strategic plans.
- Be responsible for performance management of the CEO

Intended outcomes:

- Codify a more structured means of measuring and understanding the progress-against-plan of the organization.
- Take action to address gaps, weaknesses, and failings in any part of the plan, as measured through national, transparent performance measures.
- This Board responsibility will be achieved when the Board is confident that it has an accurate and complete awareness of its own performance as well as that of its Directors and committee chairs. With this information, the Board will act to recognize success and offer appropriate guidance when needed to achieve objectives.

Probability of achieving the intended outcomes by December 2021:

• All outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

Objectives:

Responsibilities from Board policy 6.12, *HR Committee Terms of Reference*, that support these outcomes include:

- Establish, administer and annually review competency profiles for the Board, individual Directors, and chairs.
- Develop and recommend annual objectives for the CEO to the Board.
- Conduct regular CEO assessments, and make recommendations to the Board regarding CEO compensation.
- Review results of the employee engagement survey.

Achievement of the objectives:

In the period January 1, 2020 to December 31, 2020, the HR Committee:

- Obtained Board approval for the 2019 recommendations for CEO assessment, and 2020 objectives.
- Secured a consultant to begin work on the formal 360-degree evaluation of the CEO's performance and a comprehensive compensation review (following three years of service) and reviewed the suggested objectives for 2021. Resulting recommendations will be presented to the Board in February 2021.
- Continued work on annual reviews of committee chairs, Directors, and Board:
 - o Obtained Board approval for and launched the Chair assessment process;
 - Reviewed the Director peer- and self-assessment process for presentation to the Board in February 2021; and,
 - Reviewed and supported a recommendation from the Governance Committee to incorporate
 - the 2021 Board self-assessment into the organization-wide governance effectiveness survey (BR4).
- Additionally, the Board monitored performance against the strategic plan through interim reporting delivered quarterly, covering all four strategic priorities and the ten operational imperatives.

Strategic Outcomes:

BR2 Sustain a process to engage with Regulators through regular communication that facilitates input, evaluation, and feedback

Annual Objectives:

Strategic Outcomes:

The President-Elect shall:

• Provide oversight and guidance to the Engineers Canada consultation process with Regulators and other key Stakeholders whose input is vital to the Board's work.

Intended outcomes:

- Regulators and all Key Stakeholders will appreciate and value the engagement process which shall be cost-effective and make efficient use of the time of all those asked to engage in Engineers Canada's Consultations.
- This Board responsibility will be fulfilled when the Regulators and other Key Stakeholders are satisfied that their views and requirements are understood and considered before action is taken.

Probability of achieving the intended outcomes by December 2021:

• Outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

Objectives:

As per Board policy 7.11, *Consultation*, the President-Elect has an ongoing responsibility to oversee the development and approval of an annual Consultation Plan.

Achievement of the objectives:

• The 2021 Consultation Plan, including both Board (strategic) Consultations as well as all operational Consultations, was approved at the December 2020 meeting.

BR3 Provide ongoing and appropriate strategic direction

The Board shall:

- Develop an annually updated, three-year Strategic Plan that considers emerging trends and challenges.
- Ensure that Annual Operating Plans and budgets are developed that specify the actions and resources necessary to achieve the Strategic Plan.
- Ensure the use of a continual improvement process to track, report, and when necessary, correct, performance against set objectives of:
 - The Strategic Plan
 - The Annual Operating Plan

Intended outcomes:

- Codify a more structured means of providing strategic direction, including ongoing and clear communications to all stakeholders as to the progress-against-plan, as well as mitigation strategies put in place to counter any areas of gaps or weaknesses.
- This Board responsibility will be achieved when the Regulators agree and have confidence that the Board's Strategic Plan meet their needs, and that the Annual Operating Plan delivers on those needs.

Probability of achieving the intended outcomes by December 2021:

• Outcomes are currently being achieved, and it is expected that they will be sustained beyond December 2021.

Objectives:

The Board has ongoing responsibilities to:

- Approve the annual Budget and plan;
- Monitor strategic performance reporting quarterly; and
- Submit an annual strategic performance report to the Members.

In 2020, the Board had additional responsibilities to approve sub-strategies arising from the 2019-2021 Strategic Plan.

In 2019, the Board stood up a Strategic Plan Task Force to guide the development of the 2022-2024 Strategic Plan and they provided oversight to:

- Conduct a foresight exercise with the Board, Regulators and CEAB and CEQB representatives;
- Conduct a workshop with the Board to develop the draft Strategic Plan;
- Consult with Regulators, the CEAB, the CEQB and EDC on the draft Strategic Plan; and,
- Approve a final draft of the 2022-2024 Strategic Plan for presentation to the Board in February 2021.

Achievement of the objectives:

- The following sub-strategies were approved, in support of the 2019-2021 Strategic plan:
 - Operational imperative 8: fostering recognition of the value of the profession to society and sparking interest in the next generation of engineering professionals, in February 2020;
 - Operational imperative 9: promoting diversity and inclusion in the profession that reflects Canadian society (indigenous access to engineering), in February 2020;
 - Operational imperative 6: actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession, in May 2020; and,
 - Operational imperative 7: managing risks and opportunities associated with mobility of work and practitioners internationally, in October 2020.
- Quarterly performance reports were reviewed at the May, October, and December Board meetings.
- The 2021 Budget was approved in December 2020.
- The 2019 Annual Strategic Performance Report was provided to the Members in May 2020.
- The Strategic Plan Task Force oversaw all aspects of the development of the 2022-2024 Strategic Plan, as planned.

Page **25** of **28**

Annual Objectives:

Strategic Outcomes:

BR4: Ensure the development and periodic review of Board policies

Annual Objectives:

Strategic Outcomes:

The Governance Committee shall:

- Maintain effective governance principles and policies.
- Perform ongoing governance improvements.

The Finance, Audit, and Risk Committee shall:

• Ensure external and direct inspection and monitoring of fiscal policy and responsibilities.

Intended outcomes:

This responsibility will be fulfilled when the Board and Members are satisfied that:

- All Board policies are current and relevant to established requirements.
- Board policies serve as the direction to all volunteers and staff on governance style.
- Action plans with clear objectives are established based on the recommendations of any task force established by the Board.
- Action plans to implement recommendations are integrated with the Board's plans.

Probability of achieving the intended outcomes by December 2021

• All outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

Objectives:

Responsibilities from Board policy 6.8, *Governance Committee Terms of Reference* to support these outcomes include:

- Review and maintain currency and relevance of Board policies and governance documents.
- Review and make recommendations on the currency and relevance of the By-laws.
- Make recommendations for Board education and training.
- Evaluate the effectiveness of Board governance and operations and develop action plans to address any required improvements.

Achievement of the objectives:

In the period January 1, 2020 to December 31, 2020, the Governance Committee:

- With help from the Finance, Audit, and Risk Committee, reviewed and obtained approval to rescind one (1) Board policy, revise 37 existing policies, and adopt one (1) new policy.
- Reviewed and reported on the 2020 Board self-assessment results, identifying governance gaps and recommending areas for education and training (included in the budget for 2021).
- Brought forward a plan to reduce the size of the Board through attrition, which was defeated by a motion of the Board in May 2020.
- Obtained Board approval in respect of the approach and content for the governance effectiveness survey, at its December 2020 Board meeting.

BR5 Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the Board's risk tolerance level and directs Board-approved mitigation strategies

Annual Objectives:

Strategic Outcomes:

The Finance, Audit, and Risk Committee shall:

- Ensure the Board is wholly accountable for risk management and for directing the CEO through clear and timely mitigation strategies.
- Monitor the risk register and ensure the Board is aware and able to take timely action on all relevant risks.

Intended outcomes:

• The Board and Regulators are fully aware of any relevant potential risks, have clearly established appropriate levels of risk tolerance, and are satisfied that any necessary risk mitigation strategies are defined and acted upon.

Probability of achieving the intended outcomes by December 2021

• All outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

Objectives:

Responsibilities from Board policy 6.4, FAR Committee Terms of Reference, to support these outcomes include:

- Review the CEO's operational risk register and the Board's strategic risk register, and make recommendations with respect to the strategic risk register.
- Conduct a triannual review of the Board's strategic risk register and make recommendations of acceptable mitigation strategies, residual risk, and required actions.

Achievement of the objectives:

In the period January 1, 2020 to December 31, 2020, the Finance, Audit, and Risk Committee:

- Reviewed the risk register quarterly, and provided updates at each Board meeting.
- Reviewed and approved the symptoms, response strategies, and monitoring methods and assigned responsible parties for all new strategic risks identified during the environmental scan and foresight workshop associated with the development of the 2022-2024 strategic plan.
- Initiated work to update and improve the risk management process.

BR6 Provide orientation of new Directors, and continuing development of Directors and others who work closely with the Board

Develop and deliver orientation materials and programs that facilitate the effectiveness of Directors. The Board's orientation program will take into account the challenges of onboarding individuals new to their function and provide opportunity for the ongoing development of those continuing in their term.

Intended outcomes:

- The quality of orientation provided to new Directors will improve over the course of this Strategic Plan period, especially once the roles of Directors, Members, and presidents are clarified as a part ongoing governance work in the fall and winter of 2018-19.
- This responsibility will be fulfilled when Directors express their satisfaction with the effectiveness of the Board orientation program.

Probability of achieving the intended outcomes by December 2021:

• All outcomes are currently being achieved, and it is expected that they will be sustained up to and beyond December 2021.

Objectives:

Responsibilities from Board policy 6.12, HR Committee Terms of Reference, to support these outcomes include:

- Nominate new Committee members and recommend chairs.
- Review policies for Engineers Canada's volunteers and staff.
- Provide oversight of the Director onboarding and development programs.
- Review succession planning for the CEO, the Board and its Committees.
- Confirm the succession plans for Direct Reports to the CEO.

Achievement of the objectives:

During the period from January 1, 2020 to December 31, 2020 the HR Committee:

- Established the membership for all 2020-2021 committees with recommendations for chairs, and named Director appointees to the CEAB, the CEQB, and the 30 by 30 champions network.
- Reviewed and improved orientation sessions that were provided to incoming Directors in May and June.
- In respect of Director training:
 - Implemented 4 Seasons of Reconciliation Education to provide the Indigenous awareness online training summit from November 1, 2020 to January 31, 2021; and,
 - Planned for online Director training with the Canadian Nonprofit Academy's Board-on-Board course to support the needs identified in the 2020 Board self-assessment, to be implemented in January 2021.

Annual Objectives:

Strategic Outcomes:



BRIEFING NOTE: For decision by the Members

2022-2024 Strategic Plan		5
Purpose:	To approve the 2022-2024 Strategic Plan	
Motion to consider:	THAT the 2022-2024 Strategic Plan be approved.	
Vote required to pass:	2/3-60% majority (the motion must be supported by a minimum of two Members voting, who represent a minimum of sixty per cent of represent	-thirds of the inted Registrants)
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Jean Boudreau, Director from New Brunswick, Engineers Canada Presid the Strategic Plan Task Force	ent, and Chair of

Problem/issue definition

- As per Board policy 1.4, *Strategic Plan*, the Board is responsible for developing a Strategic Plan. The purpose of strategic planning is to document the Board's direction and the outcomes that it wants the organization to achieve.
- The following sets out the process for the development of the 2022-2024 Strategic Plan, which started in summer 2019:
 - A draft environmental scan was sent for consultation with Regulators, CEAB, CEQB, and EDC in September 2019.
 - The final environmental scan and SWOT and strategic risks analysis was sent to the Board, presidents, CEAB, CEQB, CEOs, and officials' groups in February 2020.
 - A foresight workshop was held with Board Directors, presidents, CEOs, and representatives from CEAB and CEQB on February 25, 2020.
 - In May 2020, a survey was sent to the Board, CEOs, and presidents and an environment scan was conducted to assess COVID-19's potential impact on Regulators, Engineers Canada, and the profession.
 - The Board confirmed the vision and prioritized potential strategic priorities at the August 2020 strategic planning workshop.
 - The vision and strategic priorities were thereafter presented at an information session with the Board, CEOs and presidents in October.
 - Using the same content as was presented in the October 1, 2020 information session, Engineers Canada staff held the following consultation sessions on the draft 2022-2024 Strategic Plan:
 - o Canadian Engineering Accreditation Board (September 19, 2020)
 - o Canadian Engineering Qualifications Board (September 21, 2020)
 - o Atlantic Regulators (October 22, 2020)
 - o Western Regulators (October 22, 2020)
 - o Ontario (October 23, 2020)
 - o Québec (November 9, 2020)
 - Engineering Deans Canada (November 19, 2020)
 - Attendees of the consultation sessions included presidents, CEOs, Engineers Canada Directors as well as Regulators and Engineers Canada staff, as reported in the February Board agenda book.
 - The Board reviewed the 2022-2024 Strategic Plan at their February 2021 meeting and agreed to recommend the plan to the Members for approval.

Proposed action/recommendation

• That the Members approve the 2022-2024 Strategic Plan.

Other options considered

• None.

Risks

- Not approving this Strategic Plan could result:
 - in Engineers Canada lacking strategic direction to execute its work once the 2019-2021 Strategic Plan ends; and,
 - in Regulators' dissatisfaction, as they have invested time and resources to provide input in the development of the plan.

Benefits

- Engineers Canada has clear direction from the Members on its work in 2022-2024.
- Regulators are aware of and support Engineers Canada's work in 2022-2024.

Financial Implications

- The estimated costs of all activities over three years is \$9.12M.
- As per Board policy 7.12 *Net Assets,* internally restricted reserve funds exist to ensure stability, mitigate financial risks, and fund strategic priorities; these currently include a \$2M strategic priorities reserve.
- Additionally, it is projected that by the end of 2021, unrestricted reserves will be valued at \$9.8M.
- Engineers Canada has sufficient reserves to fund the strategic priorities as proposed.

Consultation

- The Engineers Canada Board has agreed to recommend the 2022-2024 Strategic Plan for Member approval.
- The full consultation report was included in <u>pages 88-107 of the February agenda book</u>, which was also circulated to the Members by email on February 26, 2021.

Next steps (if motion approved)

• The 2022-2024 Strategic Plan will come into force in January 2022.

Appendices

• Appendix 1: 2022-2024 Strategic Plan



A vision for collaboration

Engineers Canada 2022-2024 strategic plan

Contents

Message on behalf of the Engineers Canada Board						
Our areas of focus	4					
1. Advance the engineering regulatory framework	5					
1.1 Investigate and validate the purpose and scope of accreditation	5					
1.2 Strengthen collaboration and harmonization	6					
1.3 Support regulation of emerging areas	6					
2. Champion an equitable, diverse, inclusive, and trustworthy engineering profession	7					
2.1 Accelerate 30 by 30.	7					
2.2 Reinforce trust and the value of licensure	8					
3. Uphold our commitment to excellence	9					
3.1 Uphold our commitment to excellence	9					
About us	. 10					

Message on behalf of the Engineers Canada Board



We are proud to present to you Engineer's Canada's 2022-2024 strategic plan. To us, this is more than a document; it is a roadmap that points to areas where we will collaborate to strategically position our profession to adapt to a changing regulatory landscape, select and adopt best practices, and remain relevant across Canada.

The groundwork for this plan was laid through the commitment to transparency and collaboration that marked the development and execution of our 2019-2021 strategic plan. Engineers Canada is now bearing the fruit of this deep focus on renewal and it is why we are proud to formally introduce the vision for Engineers Canada:

Advancing Canadian engineering through national collaboration

It is with this vision at the forefront of our minds that we present to you our six strategic priorities for the next three years.

In this time, we will take action to foster **collaboration** and **consistency** of requirements, practices, and processes across the engineering regulators, and to ensure that our profession remains **trusted** by the public and **attracts** future engineers. We will continue our work to increase the **equity, diversity**, **and inclusion** of our profession and support our target of achieving the goal that by 2030, 30 per cent of all newly licensed engineers are women. We will seek direction to implement a national academic requirement for licensure and investigate the impact on our **accreditation** system to ensure that it continues to meet the needs of regulators, students, and higher education institutions.

The strength of our outcomes can only be as strong as the foundation that we place under it. And that is why we recognize **organizational excellence** as a prime enabler of our success. Engineers Canada is on a journey to excellence, and our continued commitment supports the effective delivery of our products and services to regulators and stakeholders.

This strategic plan lays out our transformative work. While we pursue these goals with determination, we also remain focussed on sustaining our ongoing operational initiatives, laid out each year in our annual operating plan.

Canada's engineering profession is strong. Together, we're reinforcing this vision and embarking on a path that addresses some of the most important issues facing the profession. And we do this together, on behalf of 12 regulators, to strengthen a profession of over 300,000 members, and contribute to a better place to live for 38 million Canadians.

Sincerely,

Jean Doudreau

Jean Boudreau, FEC, P.Eng President

Ahi

Danny Chui, FEC, P.Eng President-elect

David T. Lynch

David T. Lynch, FEC, P.Eng Past President

Our areas of focus

This plan is built in response to some of the major trends and risks that have been identified throughout the strategic planning process. In particular:

- Our regulatory landscape is evolving rapidly. Governments are increasingly demanding that provincial and territorial engineering regulators demonstrate how the regulatory framework and associated processes are necessary to protect the public.
- Technological innovation drives the creation of new engineering disciplines and practices, increases the potential for overlap with other professions, and challenges regulators to provide support and enforcement in these areas.
- An increasing proportion of graduates from accredited programs do not seek licensure. Younger generations have different career paths, which might not necessarily be compatible with the traditional licensure path.
- COVID-19 has disproportionately affected the career paths of under-represented groups such as women, Indigenous and racialized persons, as well as younger segments of the population, requiring even greater sustained efforts to build a more equitable, inclusive and diverse profession.

It is with these factors in mind, and after extensive consultation with the Engineers Canada Board, provincial and territorial engineering regulators, Engineering Deans Canada, our staff, the Canadian Engineering Accreditation Board, and the Canadian Engineering Qualifications Board that we identified three areas of focus for the next three years:



1. Advance the engineering regulatory framework



2. Champion an equitable, diverse, inclusive, and trustworthy engineering profession



3. Uphold our commitment to excellence



1. Advance the engineering regulatory framework



Our work supports engineering regulators in fulfilling their mandates of protecting the public. Key to our success is our ability to foster collaboration and support pan-Canadian implementation of consistent requirements and practices. We will investigate a national academic requirement for licensure, re-examine the purpose of accreditation, identify areas for national collaboration, and support adaptation to emerging areas of engineering practice. **Our priorities are to:**

- 1.1 Investigate and validate the purpose and scope of accreditation
- 1.2 Strengthen collaboration and harmonization
- 1.3 Support regulation of emerging areas

1.1 Investigate and validate the purpose and scope of accreditation

WHAT WE WILL DO

Major regulatory and educational changes have taken place since the creation of the Canadian engineering accreditation system in 1965. We will conduct a fundamental review of the accreditation process, investigate the best practices in engineering education, and collectively 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 accreditation criteria and procedures.

HOW

- Benchmark the Canadian engineering accreditation system
- Investigate a minimum academic requirement for licensure
- Re-examine the purpose of accreditation in the context of the overall licensure system
- Hire external expertise and convene pan-Canadian, multi-stakeholder advisory groups to inform all recommendations

- All stakeholders understand the purpose of accreditation
- Regulators have an academic requirement for licensure, applicable to all
- Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure

1.2 Strengthen collaboration and harmonization

WHAT WE WILL DO

Fostering collaboration and consistency of requirements, practices, and processes across jurisdictions is at the heart of our mandate. We will work with regulators to understand barriers and success factors leading to harmonization and facilitate the adoption of a national agreement that will establish the principles and areas where pan-Canadian harmonization will be sought.

HOW

- Collaborate with regulator staff to identify barriers and opportunities
- Develop a national statement of collaboration with all jurisdictions
- Identify specific areas of harmonization for collaboration

WHAT DOES SUCCESS LOOK LIKE?

- Engineers Canada has a clear mandate and key focus areas for harmonization
- Regulators benefit from collaboration and resource sharing, supporting improved practice

1.3 Support regulation of emerging areas

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 regulate more effectively.

HOW

- Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public
- Continue to work with the federal government to promote the role of engineers in emerging areas

- Regulators receive information that helps them adapt their admission, enforcement, and practicerelated processes and uphold the framework for ethical practice
- The federal government is made aware of the importance of the work of engineers in emerging areas





2. Champion an equitable, diverse, inclusive, and trustworthy engineering profession



We are the national voice of the profession and we are committed to a more equitable, diverse and inclusive profession of women, Indigenous, racialized and LGBTQ2+ persons. Our success is tied to our ability to foster public trust and demonstrate the relevance of our profession with younger generations and employers. We will amplify our 30 by 30 initiative in order to increase the percentage of newly licensed engineers who are women, reinforce trust in the profession among Canadians, and demonstrate the value of licensure among engineering graduates. **Our priorities are to:**

2.1 Accelerate 30 by 30

2.2 Reinforce trust and the value of licensure

2.1 Accelerate 30 by 30

WHAT WE WILL DO

As the engineering profession is at risk of not meeting its national goal of having 30 per cent of newly licensed engineers being women by 2030, there is a need to sustain momentum, augment our efforts, and strengthen our support of regulators while not duplicating efforts. We will continue accelerating 30 by 30 through collecting and sharing information on best practices, supporting regulators in their work, and organizing a national 30 by 30 conference.

HOW

- Hire external expertise to conduct research on the perceptions of women who graduate from engineering programs and/or are eligible for licensure and the barriers that they encounter, including in the workplace
- Share the results of research with regulators and employers
- Provide a 30 by 30 report card and needs assessment to interested regulators and continue to convene groups to facilitate sharing of best practices
- Organize an annual national 30 by 30 conference that focuses on sharing innovative ideas and practices

- Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure processes
- Representation of women is increasing within every step of the pipeline: students at higher education institutions (HEIs), graduates, engineers-in-training (EITs), newly licensed engineers, and engineers
- Employers have information that enables them to make their workplaces more equitable, diverse and inclusive
- Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized and LGBTQ2+ persons

2.2 Reinforce trust and the value of licensure

WHAT WE WILL DO

There is a lack of information on the profile and licensure motivators of engineers, engineering students, engineering graduates, and EITs. More research is needed to understand the perceptions of engineering employers on the requirement and value of licensure. Relative to other professions, the public has only moderate familiarity and trust with engineers. 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.

HOW

- Conduct market research to identify and understand appropriate target audience
- Develop national value-of-licensure messaging in collaboration with regulators
- Launch a multi-year, multi-million-dollar, national marketing campaign, co-branded and delivered in partnership with regulators

- Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession
- Engineering graduates and EITs recognize value in licensure
- Regulators have a valuable national framework and marketing support tools





3. Uphold our commitment to excellence



We are committed to continually measure ourselves against best practices and hold ourselves accountable to enhance our products and service delivery for the benefit of regulators, staff, and stakeholders. **Our priority is to:**

3.1 Uphold our commitment to excellence

3.1 Uphold our commitment to excellence

WHAT WE WILL DO

The demand for change continues and we are facing pressure to deliver on the diverse and changing needs of engineering regulators, higher education institutions, 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 improving performance over at least a three-year period as measured against the Excellence, Innovation and Wellness Standard.

HOW

Achieve Platinum level certification from Excellence Canada

- Regulators, HEIs, and the engineering community benefit from effective delivery of products and services
- Staff benefit from increased engagement and retention, working in motivated teams, and improved health
- Engineers Canada benefits from sustainment of a high level of performance



About us



Engineers Canada serves the regulators, upholds the honour, integrity, and interests of Canadian engineering by supporting consistent high standards in regulation, encouraging the growth of the profession in Canada, and inspiring public confidence. Our work is focussed on ten core purposes, as established by Engineers Canada's members, the engineering regulators:

- 1. Accrediting undergraduate engineering programs.
- 2. 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.
- 4. Offering national programs.
- 5. Advocating to the federal government.
- 6. Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.

- 7. Managing risks and opportunities associated with mobility of work and practitioners internationally.
- Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.
- 9. Promoting equity, diversity, and inclusion in the profession that reflects Canadian society.
- 10. Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects.

We are successful when we convene, facilitate, and support our partners to come together and make evidence-based decisions for the benefit of the public. We recognize that our profession is facing challenges and are confident that we can confront them together. The sum of our efforts will be stronger than all of our individual parts. Our vision is:

Advancing Canadian engineering through national collaboration

Our work is guided by our staff values and Board guiding principles:

Our staff:

- Take pride in creating a culture of teamwork and wellness
- Earn credibility through high-quality work
- Foster new ideas and embrace creative approaches
- Are transparent and accountable
- Create and sustain trusting relationships
- Rely on diverse people and perspectives to enrich our work

Our Board commits to:

- Serve the needs of the regulators
- Ensure transparency and accountability in the decision-making process
- Encourage commitment and engagement of regulators
- Promote equity, diversity and inclusion in the Canadian engineering profession



BRIEFING NOTE: For decision by the Members

Audited financial statements							
Purpose:	To approve the 2020 audited financial statements						
Motion(s) to consider:	THAT the financial statements for the fiscal year ending December 31, 2020, as audite by KPMG LLP, be approved.	?d					
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 Registra	e nts)					
Prepared by:	Derek Menard, Director, Finance						
Presented by:	Dwayne Gelowitz, Director from Saskatchewan, and Chair of the FAR Committee						

Problem/issue definition

- The *Canada Not-for-profit Corporations Act* (CNCA) requires that the corporation's financial statements be placed before the Members at every annual meeting.
- The 2020 audit was performed in February 2021, after the close of year-end.

Proposed action/recommendation

• The Board recommends that the Members approve the audited financial statements as presented.

Other options considered

None.

Risks

• Failure to approve the audited financial statements would be a breach of the CNCA.

Financial implications

• None.

Benefits

• Members remain informed on the financial position of the organization, and Engineers Canada remains in compliance with CNCA requirements.

Consultation

• The Engineers Canada Board agreed to recommend the audited financial statements for Member approval.

Next steps (if motion approved)

• KPMG will issue the audited financial statements for 2020 as approved by the members.

Appendices

• Appendix 1: 2020 audited financial statements



Financial Statements of

ENGINEERS CANADA

And Independent Auditors' Report thereon

Year ended December 31, 2020

INDEPENDENT AUDITORS' 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, 2020
- 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, 2020, and its results of operations, 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 "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' 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.

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.

Page 2

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.

Auditors' 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 auditors' 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.

- 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.

Page 3

- 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 auditors' 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 auditors' 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)

Statement of Financial Position

December 31, 2020, with comparative information for 2019

		2020		2019
Assets				
Current assets:				
Cash (note 3)	\$	2,296,701	\$	4,263,039
Amounts receivable (note 4)		1,156,038		1,150,874
Prepaid expenses and deposits		122,009		109,413
		3,574,748		5,523,326
Investments (note 5)		12,717,703		6,591,605
Tangible capital assets (note 6)		644,899		687,742
	\$	16,937,350	\$	12,802,673
Liabilities and Net Assets				
Current liabilities:				
Accounts payable and accrued liabilities (note 7)	\$	565.559	\$	409,250
Deferred contributions	Ŷ	119,729	Ŷ	10,534
		685,288		419,784
Deferred lease inducement (note 8)		480,992		570,841
Net assets (note 9):				
Internally restricted:				
Four-year rolling operational reserve		_		4,000,000
Contingency reserve		2,500,000		_
Legal contingency reserve		1,500,000		1,325,000
Strategic priorities reserve		2,000,000		-
Invested in tangible capital assets		407,736		407,896
Unrestricted		9,303,334		0,079,152
		13,771,070		11,012,040
Commitments (note 10)				
Impact of COVID-19 (note 11)				
	\$	16,937,350	\$	12,802,673
See accompanying notes to financial statements.				
On behalf of the Board:				

Director Director

Statement of Operations

Year ended December 31, 2020, with comparative information for 2019

		2020		2019
Revenue:				
National programs (note 12)	\$	9.526.001	\$	11.361.095
Corporate services	Ŧ	3,195,446	+	3.152.276
Unrealized gain in investments		507,902		651.071
Investment income		243.097		192,583
Outreach		100.667		104.667
		13,573,113		15,461,692
Expenses:				
Operating expenses:				
Accreditation		90,016		226,072
Fostering working relationships		3,760		96,314
Services and tools		13,875		47,007
National programs		1,438,491		921,663
Advocating to the Federal government		52,087		37,807
Research and regulatory changes		4,904		11,024
International mobility		31,479		43,530
Promotion and outreach		272,839		350,585
Diversity and inclusion		138,088		212,651
Protect official marks		111,043		115,598
Secretariat services		420,405		837,517
Corporate services (note 13)		6,654,889		6,758,945
		9,231,876		9,658,713
Excess of revenue over expenses before the undernoted		4,341,237		5,802,979
Projects spending:				
Accreditation improvement project		137 184		113 482
International Mobility - IIDD one-time project		95 506		110,402
Services and tools - competency-based assessment		147 715		217 779
Service and tools - NMDB		1 810		217,770
Corporate services - space program		1,010		9 819
Secretariat services - GSPC project		_		69 161
		382,215		410,241
Excess of revenue over expenses	\$	3.959.022	\$	5,392.738
	+		Ŧ	,,,,

See accompanying notes to financial statements.

Statement of Changes in Net Assets

Year ended December 31, 2020, with comparative information for 2019

	Four-year					Invested				
	rolling			Legal	Strategic	in tangible capital				
	reserve	(Contingency	reserve	reserve	assets	l	Inrestricted	2020	2019
	(note 9)		(note 9)	(note 9)	(note 9)					
Balance, beginning of year	\$ 4,000,000	\$	_	\$ 1,325,000	\$ -	\$ 407,896	\$	6,079,152	\$ 11,812,048	\$ 6,419,310
Transfer between reserves	(4,000,000)		2,500,000	175,000	2,000,000	-		(675,000)	_	_
Excess of revenue over expenses	_		_	-	-	-		3,959,022	3,959,022	5,392,738
Amortization of tangible capital assets	_		-	-	-	(109,136)		109,136	_	_
Additions to intangible capital assets	-		-	-	-	66,293		(66,293)	_	_
Amortization of leasehold inducement	-		-	-	_	42,684		(42,684)	_	_
Balance, end of year	\$ -	\$	2,500,000	\$ 1,500,000	\$ 2,000,000	\$ 407,737	\$	9,363,333	\$ 15,771,070	\$ 11,812,048

See accompanying notes to financial statements

Statement of Cash Flows

Year ended December 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses Items not involving cash:	\$ 3,959,022	\$ 5,392,738
Amortization of tangible capital assets Amortization of lease inducement	109,136 (89,849)	223,174 (87,453)
Change in net unrealized gain on investments Change in non-cash operating working capital:	(507,902)	(651,071)
Increase in amounts receivable	(5,164)	(17,930)
Decrease (increase) in prepaid expenses and deposits Increase (decrease) in accounts payable and	(12,596)	251,748
accrued liabilities	156,309	(2,449,782)
Increase (decrease) in deferred contributions	109,195	(22,466)
	3,718,151	2,638,958
Investing activities:		
Net purchases of investments	(5,618,196)	(181,410)
Additions to tangible capital assets	(66,293)	(23,696)
	(5,684,489)	(205,106)
Increase (decrease) in cash	(1,966,338)	2,433,852
Cash, beginning of year	4,263,039	1,829,187
Cash, end of year	\$ 2,296,701	\$ 4,263,039

See accompanying notes to financial statements.

Notes to Financial Statements

Year ended December 31, 2020

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.
Notes to Financial Statements (continued)

Year ended December 31, 2020

2. Significant accounting policies (continued):

(b) Financial instruments (continued):

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
Tangible capital:	
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.

Notes to Financial Statements (continued)

Year ended December 31, 2020

2. Significant accounting policies (continued):

(e) Allocated expenses:

In the statement of operations, Engineers Canada presents it 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.

3. Cash:

Engineers Canada's operating cash is held in Canadian chartered banks. Substantially all the accounts are Canadian dollar accounts and earn interest at variable rates established from time to time by the bank based on its prime rate less 2.75% (2019 - prime rate less 2.75%).

Line of credit

Engineers Canada has a line of credit allowing it to borrow up to \$500,000 (2019 - \$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, 2020 or 2019.

Notes to Financial Statements (continued)

Year ended December 31, 2020

4. Amounts receivable:

		2020	2019
Affinity and insurance programs Government remittances receivable Due from others Due from members	\$	1,122,700 31,917 1,421 -	\$ 1,066,930 43,542 - 40,402
	\$	1,156,038	\$ 1,150,874

5. Investments:

	2020	2020	2019	2019
	Fair value	Cost	Fair value	Cost
Bond funds	\$ 6,751,823	\$ 6,620,175	\$ 2,808,348	\$ 2,782,805
Canadian equity funds	2,250,483	1,920,985	1,227,674	917,074
International equity funds	1,462,289	1,052,313	889,546	664,741
U.S. equity funds	2,253,108	1,468,107	1,666,037	1,078,764
	\$12,717,703	\$11,061,580	\$ 6,591,605	\$ 5,443,384

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	Acc am	cumulated nortization	2020 Net book value	2019 Net book value
Furniture, fixtures and equipment Computer hardware Leasehold improvements	\$	203,292 390,630 1,062,612	\$	194,010 317,941 499,684	\$ 9,282 72,689 562,928	\$ 9,471 38,887 639,384
	\$ [·]	1,656,534	\$	1,011,635	\$ 644,899	\$ 687,742

Cost and accumulated amortization at December 31, 2019 amounted to \$1,765,565 and \$1,077,823, respectively. During the year, Engineers Canada disposed of tangible assets with a cost and accumulated amortization of \$175,324.

Notes to Financial Statements (continued)

Year ended December 31, 2020

7. Accounts payable and accrued liabilities:

	2020		2019
Operating	\$ 161,360	\$	235,880
Accrued liabilities	122,130		5,595
Secondary Professional Liability insurance premiums	241,009		120,889
repayable to members	41,060		40,886
	\$ 565,559	\$	409,250
	,	· · ·	,

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.

	in	Rent-free leasehold ducements	Tenant allowance - fit-up costs	Total
Balance, beginning of year	\$	290,995	\$ 279,846	\$ 570,841
Less: amortization		44,768	45,081	89,849
Balance, end of year	\$	246,227	\$ 234,765	\$ 480,992

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).

Notes to Financial Statements (continued)

Year ended December 31, 2020

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 2020.

(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.

Notes to Financial Statements (continued)

Year ended December 31, 2020

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 five years and thereafter, including operating costs and taxes, are as follows:

2021 2022 2023 2024 2025	\$ 664,671 683,829 683,829 681,658 680,934
Thereafter	340,467
	\$ 3,735,388

11. Impact of COVID-19:

In March of 2020 the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact. The situation is fluid and the ultimate duration and magnitude of the impact on the economy and on all aspects of operations are unknown.

Management has been forthright in undertaking certain strategies and actions to respond to the COVID-19 outbreak. The health and safety of all staff has been reinforced as the priority for Engineers Canada, and management invoked a work-from-home regime, suspended domestic and international travel, and shifted all face-to-face meetings to digital methods. Management is confident that it will be effective in mitigating the effects of COVID-19 on operations.

Financial statements are required to be adjusted for events occurring between the date of the financial statements and the date of the auditors' report which provide additional evidence relating to conditions that existed at year-end. Management has assessed the financial impacts and there are no additional adjustments required to the financial statements at this time.

The ultimate duration and magnitude of COVID-19's impact on Engineers Canada's operations and financial operations is not known at this time. These impacts could include a decline in future cash flows, changes to the value of assets and liabilities and the use of accumulated net assets to sustain operations. An estimate of the financial effect of COVID-19 is not predictable at this time.

Notes to Financial Statements (continued)

Year ended December 31, 2020

12. 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% (2019 - 99%) 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 75% (2019 85%) of the national program revenues; and
- on-going with no fixed expiry date which accounts for 17% (2019 14%) of the national program revenues.

13. 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 \$193,946 (2019 - \$194,370), which are included in corporate services expense.

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.

(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 pricing risks. Engineers Canada is exposed to market risk with respect to its investments, as disclosed in note 5.

Notes to Financial Statements (continued)

Year ended December 31, 2020

14. Financial risk management (continued):

(b) Foreign currency risk:

Engineers Canada is not exposed to significant foreign currency risk as it does not hold significant cash or investments denominated in foreign currencies.

(c) Interest rate risk:

Engineers Canada is exposed to interest rate risk with respect to its interest-bearing investments. The bond mutual funds held by Engineers Canada are disclosed in note 5 and bear interest at fixed rates and Engineers Canada is therefore, exposed to the risk resulting from interest rate fluctuations. Engineers Canada's other financial assets and financial liabilities do not bear significant amounts of interest at fixed rates and therefore do not comprise any significant interest rate risk exposure to Engineers Canada. Engineers Canada does not use derivative financial instruments to reduce its interest rate risk exposure.

(d) 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.

(e) 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 12 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, 2020, the allowance for doubtful accounts was \$Nil (2019 - \$Nil).

15. Comparative information:

Certain 2019 comparative information has been reclassified to conform to the financial statement presentation for 2020.

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BRIEFING NOTE: For decision by the Members

Appointment of	auditors	6.2
Purpose:	To appoint KPMG as external auditors for 2021	
Motion(s) to consider:	THAT KPMG LLP be appointed as the public accountant to audit the accounts of Engineer Canada for the 2021 fiscal year, on recommendation of the FAR Committee.	rs
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	5)
Prepared by:	Derek Menard, Engineers Canada Director of Finance	
Presented by:	Dwayne Gelowitz, Director from Saskatchewan, and Chair of the FAR Committee	

Problem/issue definition

• The By-law 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

- That KPMG LLP continue to provide external auditing services for the upcoming 2021 fiscal year, with the fee as set in the original 2018 proposal. If approved, this would be the fourth consecutive year that Engineers Canada will be retaining KPMG LLP to provide accounting services.
- In early 2018, the Audit Committee issued an RFP for auditing services. Five proposals were received. After evaluating all five proposals, with support from Engineers Canada staff, the Audit Committee recommended that KPMG be retained for a five-year term (2018-2022).
- KPMG were professional and efficient in the conduct of the 2020 audit and provided excellent counsel to the FAR Committee and staff throughout.

Other options considered

• No other options were considered this year.

Risks

• N/A

Financial implications

- The engagement with KPMG to conduct the 2021 audit represents a financial commitment of approximately \$20,000 for the 2021 budget year.
- This fee is included in the 2021 Engineers Canada budget.

Benefits

• KPMG provides added value through access to training in various areas, and ad-hoc consultations and expertise as required, in addition to providing the core audit services required.

Consultation

• N/A

Next steps (if motion approved)

- Develop an audit plan in the early fall of 2021 for approval by the Finance, Audit, and Risk Committee.
- Conduct 2021 audit and provide results to Members at the May 2022 meeting.

Appendices

None.



BRIEFING NOTE: For decision by the Members

Purpose:	To approve the 2023 Per Capita Assessment Fee
Motions to consider:	THAT the 2023 Per Capita Assessment Fee remain at \$10.21 per registrant.
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:	Stephanie Price, Executive Vice President, Regulatory Affairs
Presented by:	Dwayne Gelowitz, Director from Saskatchewan, and Chair of the FAR Committee

7

Problem/issue definition

- As per section 7.2 of the Engineers Canada By-law, the Board is required, by January 2021, to recommend to the Members the amount of the Per Capita Assessment Fee that will be in effect in January 2023.
- By email on December 9, 2020, the Members received the Board's recommendation for the 2023 Per Capita Assessment Fee:
 - "At its December 7, 2020 meeting, the Engineers Canada Board approved a motion to recommend to the Members that the 2023 Per Capita Assessment Fee would remain at \$10.21 per registrant."

Proposed action/recommendation

• That the Members approve the 2023 Per Capita Assessment Fee.

Other options considered:

 The FAR Committee considered whether the Per Capita Assessment Fee could be reduced in fiscal year 2023. Given the uncertainty regarding COVID-19's downstream effect on Member revenues and the need to ensure there were sufficient reserves to fund the proposed 2022-2024 Strategic Plan, it was not felt that a reduction would be prudent at this juncture. If future year revenues continue as projected, a reduction in a future year Per Capita Assessment Fee may indeed be feasible.

Risks

• The Per Capita Assessment Fee 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 our not-for-profit status.

Financial implications

- Maintaining the 2023 Per Capita Assessment Fee at \$10.21 will ensure unrestricted net assets remain above the minimum set in Board Policy 7.12, *Net Assets*.
- If PEO continues to decline to participate in the TD Affinity program, unrestricted net assets will increase annually. Such increases may be offset by potential project expenditures arising from the 2022-2024 Strategic Plan, should these projects be approved and/or by a reduction in a future year's Per Capita Assessment Fee.

Benefits

• The proposed 2023 Per Capita Assessment Fee will maintain unrestricted net assets above the \$1M minimum throughout the period of the 2022-2024 Strategic Plan and support operational spending in 2023.

Consultation

• The calculation of required Per Capita Assessment Fee was based on membership projections provided by the Regulators in June 2020.

• The Engineers Canada Board agreed to recommend that the 2023 Per Capita Assessment Fee remain at \$10.21, based on projected revenue and expenses for 2021, 2022 and 2023.

Next steps (if motion approved)

- The 2023 Per Capita Assessment Fee will be set at \$10.21.
- The Finance, Audit, and Risk Committee will consider the Per Capita Assessment Fee for 2024 at their prebudget meeting in August 2021. At that time, spending for 2022-2024 strategic priorities will be known, which will reduce the number of assumptions required to calculate the required Per Capita Assessment Fee.

Appendices

• None.



BRIEFING NOTE: For decision by the Members

By-law amendm	ents	8
Purpose:	To approve the amendments to the Engineers Canada By-law	
Motion(s) to consider:	 THAT the By-Law be amended as follows: 1.1 "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 <u>7-8</u>. 5.8 "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 than no decision in respect thereof shall have any force or effect until approved by the Members in accordance with section 3.4 of this By-law: (b) Amendments to The amount of the Per Capita Assessment" 	, t
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:	Evelyn Spence, Legal Counsel and Corporate Secretary	
Presented by:	Nancy Hill, Director from Ontario, and Chair of the 2020-2021 Governance Committee	

Problem/issue definition

• The Board reviewed the Engineers Canada By-law, and is proposing that two amendments be made; to correct reference from 'Article 8' to 'Article 7' within the definition of "Per Capita Assessment," and to update section 5.8, to bring it in-line with the new Per Capita Assessment provisions that were added in May 2020.

Proposed action/recommendation

• That the Members approve the proposed By-law amendments.

Other options considered

 No other options were considered. The proposed amendments correct or clarify existing By-law provisions.

Risks

• Operating under By-laws with errors or inconsistencies leads to confusion, inconsistent application of the rules, and in extreme cases, can invite legal challenges.

Financial implications

• The suggested By-law revisions do not bring with them any financial implications.

Benefits

• Opportunity to correct errors and inconsistencies that exist in the By-law.

Consultation

• The Engineers Canada Board has agreed to recommend the proposed By-law amendments for Member approval.

Next steps (if motion approved)

• The revised By-law will take effect.

Appendices

- Appendix 1: Summary of By-law revisions, with rationale for update
- Appendix 2: Draft By-law, with proposed edits tracked into the document

APPENDIX 1

Current By-law	Recommended update	Rationale
1.1 "Per Capita Assessment" means the annual amount to be paid by each Member as determined by its number of Registrants, as further defined in <u>Article 8</u> ."	"Per Capita Assessment" means the annual amount to be paid by each Member as determined by its number of Registrants, as further defined in <u>Article 7</u> ."	The definition refers to the wrong Article.
 5.8 "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 case, 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 By-law: (b) <u>Amendments to the</u> Per Capita Assessment 	"(b) <u>The amount of the</u> Per Capita Assessment	Reference to "Amendments to the Per Capita Assessment" was appropriate when s. 7 of the By-law referred to the Per Capita Assessment being fixed at \$10.21 per Registrant. Now that the By-law does not make reference to a set fee, and instead must be determined annually, it does not make sense to refer to 'amendments' being made. This provision needs to better align with the new s. 7.2, which suggests that the Board shall recommend to the Members the amount of the Per Capita Assessment.

A By-law relating generally to the business and affairs of ENGINEERS CANADA

BE IT ENACTED as a By-law 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 By-law.

"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 <u>87</u>.

"**Registrant**" means an individual registered with a Member at December 31, with the exception of applicants and students.

"**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.

"2/3-60% Majority" means a resolution passed by a minimum of two-thirds of the Members voting, who represent a minimum of sixty percent of represented Registrants.

1.2 Interpretation

In the interpretation of this By-law, 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 By-law or other document and the French language text of such By-law 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 (APEGM);
- (e) Association of Professional Engineers of Nova Scotia (APENS);
- (f) Association of Professional Engineers of Ontario (PEO);
- (g) Association of Professional Engineers of Yukon (APEY);
- (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 British Columbia (APEGBC);
- (k) The Association of Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL);
- (I) The Association of Professional Engineers of the Province of Prince Edward Island (APEPEI); 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 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 By-law 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% 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:

One (1) from the Association of Professional Engineers and Geoscientists of Newfoundland and Labrador;

One (1) from the Association of Professional Engineers of Nova Scotia;

One (1) from the Association of Professional Engineers of the Province of Prince Edward Island;

One (1) from the Association of Professional Engineers and Geoscientists of New Brunswick;

Four (4) from l'Ordre des ingénieurs du Québec;

Five (5) from the Association of Professional Engineers of Ontario;

One (1) from the Association of Professional Engineers and Geoscientists of the Province of Manitoba;

One (1) from the Association of Professional Engineers and Geoscientists of Saskatchewan;

Four (4) from the Association of Professional Engineers and Geoscientists of Alberta; Two (2) from the Association of Professional Engineers and Geoscientists of British Columbia:

One (1) from the Association of Professional Engineers of Yukon;

One (1) from the Northwest Territories Association of Professional Engineers and Geoscientists.

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 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 By-law.

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;
- (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 By-law:

- (a) Approval of the Strategic Plan;
- (b) Amendments to 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 By-law.

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 By-law, 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 BY-LAW

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